

## **Financing and Technical Assistance for Energy Efficiency Investments in Federal, State, and Other Public Buildings**

### **Background**

There remains a very large potential for cost-effective energy savings in federal, state, and local government buildings. While some progress has been made through the Federal Energy Management Program (FEMP), the federal government still spends nearly \$4 billion to heat, cool, light, and power its roughly 500,000 buildings. The Federal government together with state and local governments spend more than \$8 billion per year on energy in public buildings, with K-12 schools responsible for additional \$6 billion in energy bills annually.

Executive Order 13123 signed in 1999 requires federal agencies to reduce their energy use per square foot of floor area in buildings 30% by 2005 and 35% by 2010, relative to energy intensity levels in 1985. It is estimated that investments of \$4-6 billion in energy efficiency projects will be needed to meet this goal. However, federal agencies are allocating very little in their budgets to energy savings projects, thereby maintaining energy waste and high energy bills. Use of Energy Service Companies (ESCOs) can help the public sector obtain third party financing, but are by no means a complete solution to this problem. And the situation is similar in many states and municipalities—public sector budgets are squeezed and little or no public funding is made available for investments in energy efficiency projects.

### **Proposal**

This proposal is modeled on an outstanding state energy efficiency program in Texas (see precedent below). It also is based in part on a legislative proposal, the Federal Energy Bank Act (S. 95 in the 107<sup>th</sup> Congress), introduced by Sen. Kohl and co-sponsors. This proposal, unlike the proposed Federal Energy Bank Act, has two components—federal and non-federal.

The federal component involves first creating a "Bank" to fund energy efficiency projects in Federal buildings. The Bank would receive an amount equal to 5 percent of each agencies utility payments each year (approximately \$200 million annually) for five years. This is the approach taken in S. 95, although we recommend five years of funding rather than three years. Money in the Bank would be lent back to agencies for qualifying energy efficiency projects with a payback of 10 years or less. Agencies would then pay back their loans to the Bank in order to maintain funding for energy efficiency investments over the long run. Furthermore, an additional \$10-20 million per year should be provided to the FEMP for providing technical assistance in energy efficiency project development, monitoring, and commissioning, in part using techniques developed and successfully applied in the Texas LoanStar program.

The non-federal component would attempt to replicate the Texas LoanStar program throughout the country. States, or groups of states, would be encouraged to start their own financing and technical assistance programs for financing energy efficiency projects in state and local public buildings including schools. The federal government would devote \$150 million per year to this effort for five years or more, and would match state commitments dollar per dollar

(i.e., if a state wanted to establish a \$50 million revolving loan fund, it would have to appropriate \$25 million from its own budget in order to receive \$25 million in federal funds). In addition, the federal government through the DOE would help to train technical experts that would engage in project development, monitoring, and evaluation at the state and local level. In both the federal and non-federal components, the programs would make wide use of ESCOs to actually implement energy efficiency projects.

#### **Precedent**

The Texas LoanStar program was begun in 1990 with \$98.6 million in capital for energy efficiency projects in state and local government buildings, universities, and public schools in Texas. In addition to this revolving loan fund, a team of energy efficiency experts from Texas A&M University received funding to provide technical support through auditing guidelines, training, monitoring, evaluation, and improved operations and maintenance techniques using monitored data (called "continuous commissioning"). This very effective program resulted in \$133 million in energy efficiency project investments and \$83 million in cumulative energy bill savings as of the end of 1999. Furthermore, the savings are increasing by \$12-15 million each year, and other states have begun to copy elements of this award-winning program.

#### **Impacts**

This initiative is intended to stimulate approximately \$500 million per year in energy efficiency project investment (\$200 million in federal buildings and \$300 million at the state/local level). Based on the experience in the Texas LoanStar program and elsewhere, this level of investment should result in at least \$400-500 million of energy bill savings per year by the end of the fifth year, with savings continuing to grow as investments are made. By 2010, energy bill savings could equal \$800 million to \$1 billion per year. Primary energy savings would equal around 200 trillion Btus per year by 2010, equivalent to about 95,000 barrels of oil per day and 3 million metric tons of avoided carbon emissions that year.

Other benefits that would result from improving energy efficiency in public buildings and schools include improved comfort, better indoor air quality, higher worker productivity, lower levels of worker illness, and better student performance. For example, recent studies show that increasing natural lighting in schools can lead to better learning and better student performance on standardized tests, and that increasing natural lighting in retail stores can lead to higher sales revenue.

## **Policy: Promotion of Clean, High-efficiency CHP through Environmental Permitting Flexibility**

### **Background**

Combined heat and power (CHP) technology is a system that produces multiple usable energy forms together (e.g., electricity and steam) from a single fuel input. These systems can achieve much greater efficiency than separate systems that produce the same output. These systems achieve greater efficiency because they recover heat that would normally be wasted in separate power production, and displace the fuel that would otherwise be used to produce heat in a separate boiler. Because of greater efficiency achieved, the total emissions from CHP systems are often lower than the combined emissions required to produce the same output from separate power and heat systems.

Most stationary air quality permitting regulations do not reflect the reduced emission achieved from greater efficiency. Current regulation is based on either the emissions per unit of fuel burned or the concentration of a pollutant in the stack. This "tail-pipe" approach makes no adjustment in allowable emissions rate for efficiency. A less efficient system can emit more pollution because it burns more fuel. Embodied in this approach are the current "best available control technology (BACT)" and "lowest achievable emissions rate (LAER)" regulations, which set targets independent of the system's efficiency.

Thus, an efficient CHP system receives no credit for net total emissions reductions achieved when compared to separate systems meeting the same end-use. In fact, there are examples where a project significantly reduced onsite emissions, and displaced utility emissions, but was unable to receive regulators' approval. Further, many regulators apply a higher standard to projects that generate electricity. Most current regulators use an implied basis that, since an emissions level is achievable at new large central power station facilities, there was no reason to allow higher levels from smaller power generation facilities. This approach does not account for the environmental benefit of simultaneously displacing the thermal generation.

A shift to output-based emissions regulations, where total emissions are divided by a system's total used energy output, would more fairly recognize the environmental benefits of efficiency. This approach would allow a CHP system to reduce the cost of pollution control equipment, while achieving lower total emissions than separate heat and power systems.

Some disagreement exists as to what level of displaced emissions should be used for avoided utility generation. Some assert that onsite generation will displace new central station combined cycle plants. However, recent research calls that assertion into question. The preliminary results of a study by the Center for Clean Air Policy<sup>1</sup> suggest that new CHP capacity displaces significant amounts of existing, dirty generation. An assessment of displaced emissions needs to be undertaken using realistic utility dispatch models to determine the appropriate level of displacement.

---

<sup>1</sup> Based on a presentation at the CHP Analysis Working Group meeting October 5, 2000 by Catherine Morris, Center for Clean Air Policy.

## Proposal

Either through changes to regulation or legislation, the permitting of CHP system should be shifted from an input-based to an out-put based approach. Output-based levels for BACT and LEAR, equivalent to current input based levels for separate heat and power should be used for these systems. EPA should undertake a study of utility emissions displaced by onsite generation, and set reasonable displaced emission "credit" levels. Since these regulations will be implemented at the state level, funding should be provided to EPA to educate state environmental officials about this change, and assist them in implementing these regulatory changes.

## Precedents

Output based standards are clearly within the scope of the Clean Air Act (CAA). In fact, they are applied to all mobile sources (e.g., grams per mile traveled for passenger cars), and for stationary reciprocating engines (grams per horsepower-hour). The revised New Source Performance Standards (NSPS) and the NO<sub>x</sub> State Implementation Plan (SIP) guidance both include provisions for moving to output-based emissions. In fact, EPA issued specific guidance on implementing output-based allocations in a SIP guidance document issued in May of 2000.

## Impacts

It is difficult to assess the impact of this measure in isolation. Currently, CHP systems face hurdles in both environmental permitting and utility interconnection. While the removal of one barrier is likely to allow some projects to move forward, the removal of both barriers is required to allow this efficient technology to compete fairly in the market place. With both barriers removed, it has been projected that 50 GW of additional CHP capacity could be brought to market by 2010. This CHP capacity would result in a cumulative savings of over 1.5 Quads, and emissions reduction of 42.6 MMT of carbon equivalent, 0.81 MMT of SO<sub>2</sub>, and 0.37 MMT of NO<sub>x</sub>.<sup>2</sup>

I:\ACE3\NEAL\ACE3\CHP\legislation\policy - environmental flexibility.wpd

---

<sup>2</sup> Howard Geller, et. al. 1998. *Approaching the Kyoto Targets: Five Key Strategies for the United States*. Washington, DC: American Council for an Energy-Efficient Economy.

## **Policy: Promotion of Clean, High-efficiency CHP through Enhanced Utility Grid Access**

### **Background**

Combined heat and power (CHP) technology is a system that produces multiple usable energy forms together (e.g., electricity and steam) from a single fuel input. These systems can achieve much greater efficiency than separate systems that produce the same output. These systems achieve greater efficiency because they recover heat that would normally be wasted in separate power production, and displace the fuel that would otherwise be used to produce heat in a separate boiler. Because of greater efficiency achieved, the total emissions from CHP systems are often lower than the combined emissions required to produce the same output from separate power and heat systems.

CHP and other distributed generation technologies have encountered hurdles to interconnecting with the electric utility system leading to a hostile environment for CHP in many utility service territories. These hurdles include both lack of a standard technical specifications, and discriminatory pricing and contractual practices by some utilities.

The lack of a technical specification resulted in each utility developing its own specification. While some were straight forward, while others made unreasonable requirements including expensive equipment, or expensive and delaying project studies. Significant progress has been made on the issue of standardized technical specifications. DOE has supported the fast-track development of a distributed power interconnect standard by the Institute of Electrical and Electronic Engineers (IEEE). This standard should become final in the spring of 2001. Creating the standards is only the first step, and adoption by state regulators must follow.

The non-technical issues are more varied and less amenable to straightforward solutions. One problem is with "exit fees." These charges are intended to recover a utility's stranded assets that result from the customer's installation of on-site generation that reduces electricity purchases. Many of these fees presume that customer should bear the full cost of any investment in generation, transmission and distribution that the utility has made, even if the load reduction addresses resource constraints that would otherwise result in additional expenditures.

Terms and conditions of service is the other non-technical issue. This area includes rates charged for supplemental power, standby power and capacity, and rate at which the utility will buy back excess on-site generation. For example, some utilities have priced supplemental and standby power at costs that approach that which they were receiving for supplying all the facilities power. While PURPA qualifying facilities have recourse through FERC, other onsite generators have only the state regulators to turn to.

### **Proposal**

Federal legislation is needed to address these issues in a consistent manner across states. The legislation should require that a local distribution utility interconnect a CHP facility with the local distribution facilities if the owner complies with the IEEE standard and pays the directly

related costs. The costs for such interconnection must be just and reasonable, and not unduly discriminatory, as determined by the appropriate State regulatory authority, and shall be comparable to the costs charged by such local distribution utility for interconnection by any other similarly situated generating facility to the distribution facilities.

In addition, the CHP facility has a right to back-up power. If the local distribution utility is not subject to an order of a State regulatory authority to provide open access to its distribution facilities or has not offered to provide open access to its distribution facilities or does not allow a generating facility to purchase back-up power from another entity using the local distribution utility's distribution facilities, the local distribution utility must offer to sell back-up power to the CHP facility which has interconnected with the utility and to do so at rates, terms, and conditions that are just and reasonable and not unduly discriminatory or preferential, as determined by the appropriate State regulatory authority, provided that a local distribution utility is not required to offer back-up power for resale to anyone other than the entity for which the backup power is being purchased.

State's should also be mandated to exempt CHP facilities from exit fees that are not directly related to service of the customer (e.g., service lines and transformers).

#### Precedents

The mandate adoption of national voluntary consensus standards related to interstate commerce is well accepted precedent. In addition, PURPA mandated that qualifying facilities must be granted non-discriminatory access to the local distribution utility for purchase of standby and supplemental power, and for the purchase of excess power by the utility at reasonable rates. Eleven states have exempted CHP facilities from all or most of these exit fees based on the greater public benefit that would result from the encouragement of CHP.

#### Impacts

It is difficult to assess the impact of this measure in isolation. Currently, CHP systems face hurdles in both environmental permitting and utility interconnection. While the removal of one barrier is likely to allow some projects to move forward, the removal of both barriers is required to allow this efficient technology to compete fairly in the market place. With both barriers removed, it has been projected that 50 GW of additional CHP capacity could be brought to market by 2010. This CHP capacity would result in a cumulative savings of over 1.5 Quads, and emissions reduction of 42.6 MMT of carbon equivalent, 0.81 MMT of SO<sub>2</sub>, and 0.37 MMT of NO<sub>x</sub>.<sup>1</sup>

I:\ACE3\NEAL\ACE3\CHP\legislation\policy - grid access.wpd

---

<sup>1</sup> Howard Geller, et. al. 1998. *Approaching the Kyoto Targets: Five Key Strategies for the United States*. Washington, DC: American Council for an Energy-Efficient Economy.

WH

U.S. DEPARTMENT OF ENERGY

CNN "Inside Politics"

CNN TV, May 8, 2001 6:00 PM

Interview with Vice President Dick Cheney

**BROADCAST EXCERPT**

**FRANK SESNO:** Earlier today, CNN senior White House correspondent John King had an extended interview with Vice President Dick Cheney. The exclusive interview was held next door to the White House in the Eisenhower Executive Office Building, and covered topics ranging from the economy to the threat of domestic terrorism to Cheney's personal health.

Most of the discussion centered on the White House energy policies and the work of an energy task force led by the vice president.

**JOHN KING:** Your task force is finished its work. The president will unveil the report next week and the administration tries to sell a new long-term energy strategy for this country. Let's focus first on the short term. Consumers pulling their car up to the pump today are paying as much as \$2.00 or more, \$2.64 I just saw one consumer saying she paid in California over the weekend. Anything the administration can do in the short term to help those people, the American people as they prepare for spring and summer vacation, as they drive to work every day?

**VICE PRESIDENT CHENEY:** Well, you have to ask your self how it is we got to this state, John. Why do we have rapidly rising gasoline prices today? And a lot of that has to do with the fact that we have not had coherent national energy policy for many years. We don't have the refineries, for example. We have not built a new refinery in this country for over 20 years. So the market is very, very tight for gasoline. And we've added a lot of requirements because we want clean air. The combination of those things is what in fact is leading the price spikes this summer for gasoline.

The solution for us is to try to deal with these issues on a long-term basis so that we get more supply. That's the key to having the adequate prices as well.

**KING:** One way to get more supply obviously is more domestic exploration and production. We'll discuss that in a minute.

30

24998

During the presidential campaign, yourself and then-Governor Bush were quite critical of the prior administration. I want to read you a quote from then-Governor Bush, January, 2000. "What I think the president ought to do," President Clinton in that case, "what I think the president ought to do, is he ought to get on the phone with the OPEC cartel and say we expect you to open your spigots." OPEC has actually cut production during this administration, citing the downturn in the world economy.

CHENEY: Yes.

KING: Are you learning, 100-plus days, that it's easier during a campaign to say some things than to actually do them when you're in the government?

CHENEY: Well, no, we've worked with OPEC. I met with the Saudi oil minister just last week, as a matter of fact, he came through town, Mr. Ali Nuaimi. The fact is today we can't blame the problem on OPEC in terms of current gasoline prices. Their production levels and the price of oil through the spring has been fairly stable.

In fact, the biggest problem comes back to this refinery capacity. Yet, by our own choice, we have not built new refineries in this country for over 25 years. And the net result of that is no matter what happens to the international oil price, it's the lack of refining capacity that drives those gasoline prices higher, not what happens in terms of the price fluctuations for crude.

KING: Well, let's talk about that infrastructure. It's a difficult word. You say we need to add 1,300 to 1,900 refineries in this country, power plants -- I'm sorry -- on the electricity side and then a number of refineries, well over a 20-year strategy. How do you get local governments to do that? And there's a term that's used often, NIMBY, an acronym in Washington, not in my backyard.

How you going to convince state and local governments to do this? And will this report call for, essentially, the power of eminent domain? When the state wants to build a highway, it says, "We're taking your house." When the state wants to build a new factory, it says, "We're taking your house." Is the federal government prepared to say, "We will take your house because we need to build new power transmission lines and new gas pipelines."

CHENEY: Well the federal government already has the authority, eminent domain authority, with respect to gas pipelines. FERC has that authority. The issue is whether or not we should have the same authority on electrical transmission lines, that's never been granted previously. That's one of the issues we've looked at. We'll have a recommendation when we release the report next week.

KING: You have seem to hint that you think you need that authority to get this done. And you have met with a number of people who have said, "How can we do this back home? We need your help. You need to cover us if we are to do this."

CHENEY: John, what I'm trying to do here is be forthcoming as I can, but save some of the specific recommendations for when we actually release the report.

But let's talk about a couple of those subjects you've touched on there. You know, we're going to get a lot from conservation. We've got a great track record, for example, on conservation and increased efficiency over the years.

If you go back to 1973, our economy has increased five times over, 126 percent. Our energy use increased 26 percent. We've gotten to be much more efficient consumers of energy than ever before. Our technology's gotten better, and will get even better in the future. We'll get a lot of savings going forward from conservation and increased efficiency.

Bottom line, though, is, we can't close the gap all the way to (unintelligible) the demand, unless we provide additional supplies. And that means additional supplies of electric power, because we think we will need a minimum of 1,300 new power plants over the next 20 years. We'll need more natural gas. While those plants will be gas-fired, we're going to need more coal. We're going to need, possibly, to go back to nuclear again, that's 20 percent of our electric capacity today. And we're going to find ways to get more gasoline for our transportation industry. So we need that combination of things.

And what our report does, it focuses on conservation and efficiency and additional supplies that are required, at the same time trying to protect the environment.

KING: You've been in this town quite a bit. You understand this is not just a policy debate, but a political debate as well.

CHENEY: Political debate, that's right.

KING: And you received some criticism after your speech to the Associated Press meeting in Toronto where you said, quote, "Conservation may be a sign of personal virtue, but it is not a sufficient basis for a sound, comprehensive energy policy."

The governor of California said just last night on CNN he thinks you're missing the boat, that you don't understand the value and the potential of conservation.

As you answer the question, or respond to the governor, if you will, what specifically will this plan do, and does this administration want to do, in terms of conservation? And what kind of new money are we talking about?

CHENEY: Well, you'll find that most of the financial incentives that we recommend in the report go for conservation or renewables, for increased efficiencies. Now, we don't have a lot of new financial incentives in here to go out and produce more oil and gas, for example, so, we believe in conservation, we believe in renewables, we believe in wind and solar and all of those other technologies.

But the bottom line is, the so-called renewables only provide about 2 percent of our electric generating capacity today. If we triple that over the next 20 years, it will only be 6 percent. Conservation's important; we've got a major emphasis on conservation in our report.

But what's happened in California, I would argue is, they've taken the route of saying, "Well, we can conserve our way out of the problem. All we have to do is conserve; we don't have to produce any more power." So they haven't built any electric power plants in the last 10 years in California, and today they've got rolling blackouts, because they don't have enough electricity; they've got rising prices; they've got a whole complex of problems that are caused by relying only on conservation and not doing anything about the supply side of the equation.

KING: One way to conserve is to make cars more efficient. When now-Secretary of Energy Abraham was in the Senate from the state of Michigan, he was known as a friend of the auto industry -- makes sense, they're obviously a major force economically in his state.

The White House Chief of Staff Andy Card was once a lobbyist as well in this field, and one of the big questions is, will this report, or if not this report, will this administration, come July when the National Academy of Sciences makes new recommendations on what's called CAFE standards, fuel economy standards, is this administration prepared to say to Detroit, "You must improve the efficiency of your vehicles?"

And it's that, again, a policy and a political question. Many of the people who go to the polls and vote like their big SUVs.

CHENEY: Sure, well, the important thing to recognize here is all of these are tough political issues -- whether or not to drill in the Alaska National Wildlife Refuge and whether or not we ought to go nuclear on some of our power plants. These are difficult issues -- whether or not we ought to have a comprehensive energy policy.

If it was easy, the Clinton administration would have done it. They ducked it for eight years.

With respect to the CAFE standards, we think they have made a significant contribution over the years, improved the efficiency, if you will, the mileage of our automobiles.

Right now, there is legislative language that prohibits the Department of Transportation from going in and addressing the question of changing the standards for light trucks, SUVs among others.

There is a study underway by the National Academy of Sciences, will be

completed this summer. What we'll recommend is taking a look at the results of that study and deciding whether or not we want to go forward with some change in the CAFE standards as well.

KING: So wait for the study, make no decision right now?

CHENEY: That's right. There will be -- As I say, it's a thorough study. It's done by one of the best institutions around, and we think it will give us useful information and lay the groundwork for whatever policy recommendation we want to make after that.

KING: Let me follow on that point something that Ari Fleischer, the White House press secretary, said yesterday that was quite interesting. He said, "One of the goals here is to make this country more efficient, to find new sources of energy, but in no way to put a cramp on the American way of life," that Americans are entitled to their SUVs. Americans are entitled to high computer use, going online. Balance that for you -- there's no sacrifice to be made here?

The country has what you would term an energy crisis or near crisis. There's no sacrifice to be made by the American people?

CHENEY: There are, clearly, places short term. For example, efforts are underway in California to try to reduce power consumption this summer. The president has ordered to the federal agencies out there to cut back at least 10 percent to try to provide some relief for the folks in California.

But long term, what we're talking about is meeting the needs of a growing economy for adequate supplies of energy, providing the kind of continued hope and optimism that the American people have that they'll be able to better themselves and their families and improve the circumstances of their children in the years ahead, that they can start a new business and succeed or take a new job and succeed or build a house they want.

The American lifestyle, basically, we think is very important. With technology, there's no reason why we can't do that or we can't build houses that are more energy efficient than ever before. We're learning how to do that all the time. The automobiles, for example, we drive today with all those silicon chips in them that, in effect, retune the engine between every firing of a spark plug.

There are lots of ways we can use technology to get better, more efficient, conserve more, get more mileage, if you will, out of our energy resources, without saying to the American people, you've got to live in the dark, turn out all the lights, don't enjoy the things that our modern society brings you. That shouldn't be necessary.

SESNO: And more of the interview ahead. Up next, the White House ties to the oil industry: A hindrance or a help? We'll be right back.

## (COMMERCIAL BREAK)

SESNO: Vice President Cheney and President Bush are both oil men, a fact opponents are likely to trumpet when Cheney unveils the White House energy plan next week. Here now, more of Cheney's conversation with CNN's John King.

During the break, we were having a little conversation. And you were saying one of the most difficult things that you try to sell a very controversial new energy policy, a number of very controversial items, is that this is an emotional debate, that the parties involved don't trust each other. Explain what you mean by that?

CHENEY: Well, there is a lot of history to some of these issues, of course. But it's almost as though nobody hears the other person on opposite sides of the argument. People hear what they want to hear. People deal with each other on the basis of stereotypes. Oh, you have got a background in the energy industry, that's all you care about. Or you're an environmentalist. Oh, you're a tree hugger. All you care about is preserving the environment and you don't want to meet people's legitimate needs for energy.

Somehow we've got to sort through all of that and get people to sit down and listen, because one of the things that I'm struck by continually as I dig through this is that technology often provides the answer for us, that we can in fact both have adequate supplies of energy and protect the environment, that we've got a great track record over the last several decades as a society in terms of doing a better job, using less energy, preserving the environment.

And in fact, even as our consumption of energy has arisen by some 47 percent over the last few years, the amount of pollution going into the atmosphere is down by 31 percent. So we are doing both. We are protecting the environment and producing more at the same time.

KING: You mentioned the emotions and the politics of this. Forgive me, but to play devil's advocate, in this town, if you wanted to be a political opponent of what you're about to do this is t-ball, excuse the metaphor. You do come from the energy industry yourself.

CHENEY: Right.

KING: The president before he was governor, owner of a baseball team was in the energy industry. A number of people throughout the administration have been involved either in the energy industry directly or relations with the automobile industry. From a political standpoint, pretty easy target, is it not? And how do you address that?

CHENEY: Well, address it first of all, we've got a lot of experienced people in the business. I think it's useful to have somebody who knows something about the energy business involved in the effort. But those aren't the only backgrounds that are represented. Christie Todd Whitman, who has had a major role, as the administrator of the

Environmental Protection Agency – governor, good strong environmental record as a governor. So when we sit down around the table to argue and debate over policy, all views are represented.

And the other thing is that just because somebody comes out of the energy industry doesn't necessarily make them quote, "anti- environment." I think what you'll find, what I found during my experience in the business is that the industry is rather split on nearly every issue. One of the leading environmental firms in the world today is British Petroleum, headed by John Browne, who spends a lot of time in energy on these kinds of concerns. We have a great many good folks in the energy industry who care a lot about the environment.

So again, the old stereotypes kind of need to be set aside and we need to calm down a little bit, get everybody down off the ceiling, and sit down and have an informed and intelligent debate over where we ought to go with energy policy.

KING: OK, we've had a lot of talk about the politics. Let's get in, move quickly through, some of the policy items. Coal, you say it's a great resource, the United States obviously has a great supply of coal; the environmentalists say it's a dirty source of energy, if you will, contributes to global warming.

One of the issues before your commission is will you go back to the prior interpretation of what the Environmental Protection Agency calls New Source Review, a term unknown to most Americans, but essentially a new standard put in place that if a coal plant modernized, it would become subject to new environmental standards.

Many in the industry believe in the latter years of the Clinton administration, they went too far, and that if you would go back simply to the old interpretation, you could fire up some new coal plants as much as 40,000 megawatts. That would be the equivalent of 40 new power plants.

Will you go back to the old interpretation? And then, if you could follow on with that, what specifically are you prepared to do to encourage more use of coal?

CHENEY: Well, on coal, it is very important. It provides 52 percent of our electricity today. You know, we've gotten a lot better at burning it cleanly and taking out the pollutants. We've got \$2 billion in the budget for clean coal technology.

The question of New Source Review really flows out of the 1990 amendments to the Clean Air Act. And there, if you have a significant modification or upgrade on an existing plant, then you have to go through New Source Review, and you're required to put on the latest scrubber technology. If, on the other hand, it is sort of routine maintenance and upkeep and not a significant upgrade, then you don't have to go through that process.

The debate has arisen because in the last couple of years at EPA, they have

toughened their enforcement standard. They haven't really changed the regulations, but there are a lot more cases pending where it's alleged people need to make the more comprehensive investment. A tough call, we're asking Christie Todd Whitman, the administrator of the EPA, to go review all of that, to draw on some of the other resources within the administration and to take a look at this charge that has been made that somehow it's being enforced now in a way that fundamentally inhibits the capacity of plants to make necessary upgrades and do routine maintenance. We don't have enough facts yet to be able to say it should or shouldn't be changed, but we are asking her to go back and review it.

KING: The critics say this is an administration that wants to burn more coal. They say it's a follow-up to the administration saying it would not support the Kyoto Treaty on global warming. They, of course, believe coal burning contributes to greenhouse gases and global warming. And they would say this, that the president, then governor in the campaign, promised to limit CO2 emissions from power plants. Then he goes to the state of West Virginia, absent those four electoral votes -- I'm talking to Joe Lieberman today. The president goes to the state of West Virginia and he says he wants to convince many in the country who don't believe we can have a clean air policy and burn coal at the same time. Then shortly thereafter, he says he will not go ahead with that campaign pledge. Again, politically, that's a pretty easy way to say this is about politics. This is not about policy.

CHENEY: Well, I think the mistake was the campaign pledge. Nobody paid much attention to it at the time. You guys didn't notice it, the press and, frankly, many of us in the campaign didn't either. It was a mistake, because we aren't in a position today to be able to do that in terms of sort of capping emissions, CO2 emissions. We can do a lot of work to clean up coal technologies, so we deal with other kinds of pollutants and he's committed to that: in the same speech made reference to controlling mercury and SO2 and NOX, for example, emissions, and we will go forward with the legislation in those areas.

One of the great ways to deal with greenhouse gases is nuclear power plants. And if we go forward in developing these 1,300 new plants we think we'll need over the next 20 years, some of those probably ought to be nuclear. We get 20 percent of our electricity today for nuclear power. There's no reason why we can't increase that. It is a safe technology and it doesn't emit any carbon dioxide at all. So assuming that we can go forward on that, that helps us with an environmental problem the same time that we meet our energy needs.

KING: Nineteen seventy-three since anyone in the industry has proposed a new nuclear power plant. My understanding is the report will promise to beef up the permitting staff so you can get through the applications faster. Anything else the administration is prepared to do to encourage the nuclear industry? And do you seriously believe that in the current political environment that the industry will step forward and say, let's build more nuclear plants in this country?

CHENEY: Well, I think the environment's changed for a couple of reasons. First of all, I find, as I get out and talking to people and also with members of Congress who are pretty sensitive politically, that there's much greater willingness today than there was a few years ago to look at the question of nuclear power as potential source for us for electricity.

The problems, up to now, have been driven in part by economics. All of the controversy that surrounded nuclear power in the past discouraged many utilities from making that investment. Now, with the gas prices rising as dramatically as they have, nuclear power looks like a pretty good alternative from an economic standpoint, if the permitting process is manageable and if we find a way to deal with the waste question.

KING: I was just going to raise that. The last administration had a very tough time, the state of Nevada and others trying to deal with the waste issue. Can you go forward without upfront saying, "Here's how we will deal with the waste issue?"

CHENEY: Well, it is a tough problem, and it's one of the things that we'll be working on as we go forward from this point. But just making the decision that we think nuclear power deserves another look, that it may offer us significant potential for the future; that does, in fact, then entail us going back and addressing the waste question.

And there have been steps taken. There have been sites studied. There's a lot of work that's been done here. There's more that needs to be done if we're actually going to resolve it. Right now we've got waste piling up at reactors all over the country. Eventually, there ought to be a permanent repository. The French do this very successfully and very safely in an environmentally sound, sane manner. We need to be able to do the same thing.

KING: Another lightning rod in your report will be exploring for oil and natural gas on federal lands -- the Arctic National Wildlife Refuge, the Lewis and Clark Forest and others. And your critics will say, "It's really not that much there if you look at the context of what we need for energy and you're going to put these pristine environments and endangered species at risk."

I know one of your experiences with the Halliburton Company is you believe there's the technology available to do this in an environmentally-friendly way. How so?

CHENEY: Well, if you look at our oil requirements, transportation sector is 100 percent dependent -- nearly 100 percent dependent today on oil. That's not likely to change in the next 20 years. There are interesting possibilities coming along -- hybrids, for example, that I think we're going to encourage and support in our recommendations, eventually, maybe fuel cells. But for the foreseeable future, it's going to be a gasoline- and diesel-powered transportation system. That means oil.

Over the last several years, since the 1970s, when we imported 36 percent of our oil, the amount of oil we get from overseas has steadily crept up until, we estimate in 20

years hence it'll be two-thirds of all our oil will be imported from overseas.

Now we do need to develop resources here at home. We're never going to be totally independent of those foreign sources, probably shouldn't try, but to the extent that we are dependent on those foreign sources, it's easy for a regime, such as Saddam Hussein and Iraq to hold us hostage, because they produce an important part of the world's oil reserves.

We think ANWR can be developed safely. ANWR is an area of 19 million acres in northern Alaska. We only need to disturb an area of about 2,000 acres on the surface in order to be able to develop the oil that we think is there. It's only a portion of the refuge that's of interest.

And today's modern technology, that would let you, for example, drill a well here at the White House -- one well -- and develop oil resources any place under the District of Columbia, offers the prospect of being able to go into a place like ANWR, develop the resource and leave an absolute minimal footprint behind. It does not require us to go to spoil 19 million acres of Alaska wilderness in order to get at that resource.

**KING:** One more on energy, and then I want to close on a few other issues quickly. The White House has ruled out any temporary cut in gas taxes to ease the burden at the pump right now. But if, as you send these proposals Capitol Hill, if the reaction back is, "Well, we need a compromise here to get some of this through, and we'll give you most of what you want here and most of what you want there, but we're up next year. You're not up until 2004. We have to face the voters in 2002," the members of Congress, if they say, "Let's suspend for a year, say, \$.05 of the federal gas tax to help people at the pump," even if it's viewed as largely a symbolic gesture, would the administration be open to something like that if it were part of a larger comprehensive plan that were acceptable?

**CHENEY:** I haven't talked to the president about that, John. He'll have to make that call and decision if that were to come up, and I wouldn't want to signal one way or the other today.

The gas tax is going to build highways. Those are important considerations as well, too. So you'd have to balance off those competing demands to see whether or not it made sense.

[END OF SEGMENT]

## **Policy: Promotion of Clean, High-efficiency CHP through Enhanced Utility Grid Access**

### **Background**

Combined heat and power (CHP) technology is a system that produces multiple usable energy forms together (e.g., electricity and steam) from a single fuel input. These systems can achieve much greater efficiency than separate systems that produce the same output. These systems achieve greater efficiency because they recover heat that would normally be wasted in separate power production, and displace the fuel that would otherwise be used to produce heat in a separate boiler. Because of greater efficiency achieved, the total emissions from CHP systems are often lower than the combined emissions required to produce the same output from separate power and heat systems.

CHP and other distributed generation technologies have encountered hurdles to interconnecting with the electric utility system leading to a hostile environment for CHP in many utility service territories. These hurdles include both lack of a standard technical specifications, and discriminatory pricing and contractual practices by some utilities.

The lack of a technical specification resulted in each utility developing its own specification. While some were straight forward, while others made unreasonable requirements including expensive equipment, or expensive and delaying project studies. Significant progress has been made on the issue of standardized technical specifications. DOE has supported the fast-track development of a distributed power interconnect standard by the Institute of Electrical and Electronic Engineers (IEEE). This standard should become final in the spring of 2001. Creating the standards is only the first step, and adoption by state regulators must follow.

The non-technical issues are more varied and less amenable to straightforward solutions. One problem is with "exit fees." These charges are intended to recover a utility's stranded assets that result from the customer's installation of on-site generation that reduces electricity purchases. Many of these fees presume that customer should bear the full cost of any investment in generation, transmission and distribution that the utility has made, even if the load reduction addresses resource constraints that would otherwise result in additional expenditures.

Terms and conditions of service is the other non-technical issue. This area includes rates charged for supplemental power, standby power and capacity, and rate at which the utility will buy back excess on-site generation. For example, some utilities have priced supplemental and standby power at costs that approach that which they were receiving for supplying all the facilities power. While PURPA qualifying facilities have recourse through FERC, other onsite generators have only the state regulators to turn to.

### **Proposal**

Federal legislation is needed to address these issues in a consistent manner across states. The legislation should require that a local distribution utility interconnect a CHP facility with the local distribution facilities if the owner complies with the IEEE standard and pays the directly

related costs. The costs for such interconnection must be just and reasonable, and not unduly discriminatory, as determined by the appropriate State regulatory authority, and shall be comparable to the costs charged by such local distribution utility for interconnection by any other similarly situated generating facility to the distribution facilities.

In addition, the CHP facility has a right to back-up power. If the local distribution utility is not subject to an order of a State regulatory authority to provide open access to its distribution facilities or has not offered to provide open access to its distribution facilities or does not allow a generating facility to purchase back-up power from another entity using the local distribution utility's distribution facilities, the local distribution utility must offer to sell back-up power to the CHP facility which has interconnected with the utility and to do so at rates, terms, and conditions that are just and reasonable and not unduly discriminatory or preferential, as determined by the appropriate State regulatory authority, provided that a local distribution utility is not required to offer back-up power for resale to anyone other than the entity for which the backup power is being purchased.

State's should also be mandated to exempt CHP facilities from exit fees that are not directly related to service of the customer (e.g., service lines and transformers).

#### Precedents

The mandate adoption of national voluntary consensus standards related to interstate commerce is well accepted precedent. In addition, PURPA mandated that qualifying facilities must be granted non-discriminatory access to the local distribution utility for purchase of standby and supplemental power, and for the purchase of excess power by the utility at reasonable rates. Eleven states have exempted CHP facilities from all or most of these exit fees based on the greater public benefit that would result from the encouragement of CHP.

#### Impacts

It is difficult to assess the impact of this measure in isolation. Currently, CHP systems face hurdles in both environmental permitting and utility interconnection. While the removal of one barrier is likely to allow some projects to move forward, the removal of both barriers is required to allow this efficient technology to compete fairly in the market place. With both barriers removed, it has been projected that 50 GW of additional CHP capacity could be brought to market by 2010. This CHP capacity would result in a cumulative savings of over 1.5 Quads, and emissions reduction of 42.6 MMT of carbon equivalent, 0.81 MMT of SO<sub>2</sub>, and 0.37 MMT of NO<sub>x</sub>.<sup>1</sup>

I:\ACE\WEAL\ACE\CHP\legislation\policy - grid access.wpd

---

<sup>1</sup> Howard Geller, et. al. 1998. *Approaching the Kyoto Targets: Five Key Strategies for the United States*. Washington, DC: American Council for an Energy-Efficient Economy.

2001-019739 Aug 27 A 9:46

P. 1

State of North Dakota  
Washington Representative  
400 North Capitol Street, NW, Suite 585  
Washington, DC 20001  
202.347.6607

MEMORANDUM

TO : Secretary's Scheduler

FROM : Toby Burke, Washington Representative

DATE : August 24, 2001

RE : Request for Meeting Between Governor Hoeven and Secretary Abraham

---

Governor Hoeven will be visiting Washington, DC on Tuesday, September 11, 2001 and respectfully requests a meeting with Secretary Abraham to discuss the current National Energy Policy and the role Governor Hoeven and his colleagues can play in the debate. In addition, the Governor would like to discuss the energy task force established at the National Governors Association. If you have any questions, please do not hesitate to contact me at 202.347.6607.

Thank you for your consideration of our request. I look forward to hearing from you.

25010

DOE024-2416



The Deputy Secretary of Energy  
Washington, DC 20585

August 1, 2001 2001-017774

The Honorable Murray Smith, MLA  
Minister  
Alberta Energy  
404 Legislature Building  
Edmonton, Alberta  
CANADA T5K2B6

Dear Minister Smith:

Many thanks for your note of July 16, 2001, and thank you for the opportunity to meet with you and discuss future cooperative relations between your Ministry and the U.S. Department of Energy. There are, as you noted, numerous areas of mutually beneficial interests.

I look forward to working with you in the future.

Sincerely,

A handwritten signature in cursive script, appearing to read "Francis S. Blake".

Francis S. Blake

25011

DOE024-2417

2001-017774 7/26 P 3:47

ALBERTA  
ENERGY

Office of the Minister  
Responsible for  
Alberta Energy and Utilities Board

July 16, 2001

Ref: GAM 0002-02

Frank Blake  
US Deputy Secretary of Energy  
U.S. Department of Energy  
1000 Independence Ave., SW  
Washington, DC 20585

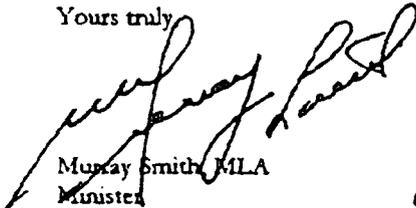
Dear Mr. Frank Blake:

It was a pleasure to meet with you to discuss Alberta's role as a key supplier of energy to the United States, and our commitment to working with the U.S. Administration to develop the continental energy market and implement the Cheney Energy Task Force recommendations.

As we discussed, our mutually beneficial interest in energy could be enhanced in a number of ways. Increased investment in Alberta oil sands, transmission of arctic gas through Alberta's distribution hub, cooperation on clean coal research and technology and better electricity transmission linkages would all help to improve the continental energy market. I trust that this mission will prove instrumental in promoting closer collaboration on energy issues between Alberta, Canada, and the United States and we look forward to working with you, Secretaries Abraham and Martens and Canadian Energy Minister Goodale, on these matters.

Again, thank you for meeting with us and I wish you all the best in the future.

Yours truly



Murray Smith, MLA  
Minister

copy: Honourable Ralph Klein  
Premier

Honourable Halvar C. Jonson  
International and Intergovernmental Relations

404 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 Telephone 780/427-3740, Fax 780/422-0195

[www.energy.gov.ab.ca](http://www.energy.gov.ab.ca)

*Look forward  
to seeing you  
in Canada.*

25012

DOE024-2418

2001-017932 7/30 P 3:35



EXECUTIVE OFFICE OF THE PRESIDENT  
COUNCIL ON ENVIRONMENTAL QUALITY  
WASHINGTON, D.C. 20503

July 27, 2001

MEMORANDUM

TO: Francis Blake, Deputy Secretary of Energy  
Linda Fisher, Environmental Protection Agency Deputy Administrator  
J. Steven Griles, Deputy Secretary of the Interior  
James Moseley, Deputy Secretary of Agriculture  
Theodore Kassinger, Department of Commerce General Counsel  
Michael Jackson, Deputy Secretary of Transportation  
Alan Larson, Under Secretary of State for Economics, Business &  
Agricultural Affairs  
Raymond DuBois, Deputy Under Secretary of Defense (Installations and  
Environment)

FROM: James L. Connaughton, Chairman *JLC/EDB*

RE: EO 13212: Core Management Team Meeting Follow-up

---

Thank you for your contributions to our meeting on Tuesday, July 24. The following are the agreed action items from the meeting:

1. All, by August 3: Designation of your Department's policy-level representative for day-to-day oversight of the work of the Energy Task Force, who will report directly to you regarding your Department's participation. Please include that individual's name, title, phone and email address.
2. All, by August 3: Your recommendation of federal agency employees who could serve full-time as an agency representatives to the Task Force with expertise in one of the following energy sectors: hydropower, electricity generation, electricity transmission, pipelines, refineries, nuclear, and conservation and renewables.
3. CEQ, by August 10: Draft Federal Register Notice soliciting information about pending or planned projects that may be subject to EO 13212.
4. All, by August 10: Comments on the draft Energy Task Force Charter
5. Department of Energy, by August 10: Comments on the draft Memorandum of Understanding regarding administrative support for the Task Force
6. All, by August 17: Additional information regarding current initiatives in your department at the national or regional level that might relate to the streamlining and coordination objectives of Executive Order 13212.

Please provide this information to Ted Boling, CEQ Deputy General Counsel, via email ([eboling@ceq.eop.gov](mailto:eboling@ceq.eop.gov)) or fax (202-456-0753). Please note that the Energy Task Force Coordinator, CEQ Associate Director V.A. Stephens has started and may be reached at 202-395-0801.

Recycled Paper

25013

DOE024-2419



THE PREMIER OF ALBERTA

July 23, 2001

Mr. Frank Blake  
U.S. Deputy Secretary of Energy  
U.S. Department of Energy  
1000 Independence Ave., SW  
Washington, DC  
U.S.A. 20585

Dear Mr. Blake:

It was a pleasure to meet with you to discuss Alberta's role as a key supplier of energy to the United States, and our commitment to working with the U.S. Administration to develop the continental energy market and implement the Cheney Energy Task Force recommendations.

As we discussed, our mutually beneficial relationship in energy could be enhanced in a number of ways. Increased investment in Alberta oil sands, transmission of arctic gas through Alberta's distribution hub, cooperation on clean coal research and technology, and better electricity transmission linkages, would all help to improve the continental energy market. I trust that this mission will prove instrumental in promoting closer collaboration on energy issues between Alberta, Canada, and the United States. We look forward to working with you, Secretaries Abraham and Martens, and Canadian Energy Minister, the Honourable Ralph Goodale, on these matters.

Thank you for meeting with us and I wish you all the best in the future.

Sincerely yours,

A handwritten signature in black ink, appearing to be 'Ralph Klein', written over a horizontal line.

Ralph Klein

RK/ddm

cc: Honourable Halvar C. Jonson  
Minister of International and Intergovernmental Relations

Honourable Murray Smith  
Minister of Energy

Legislature Building, Edmonton, Alberta, Canada T5K 2B6 Telephone (780) 427-2251 Fax (780) 427-1349

25014

DOE024-2420

2001-017605 JUL 24 A 11:34



OFFICE OF THE VICE PRESIDENT  
WASHINGTON

July 20, 2001

MEMORANDUM FOR SECRETARY NORTON  
SECRETARY EVANS  
SECRETARY ABRAHAM  
ADMINISTRATOR WHITMAN

FROM: MARY MATAPAL *MM*

SUBJECT: Energy Town Halls

Thank you for participating in the Energy Town Halls earlier this week. We appreciate the time and effort you spent preparing for and participating in these events. The town halls produced significant national and regional press on the National Energy Plan, which helps bolster support for it in Congress. Thanks again for your extra efforts.

ATTACHMENTS

1. National Media Clips
2. Regional Media Clips

25015

DOE024-2421

ENERGY TOWN HALLS  
NATIONAL MEDIA COVERAGE

25016

DOE024-2422

## **Cheney Pitches Conservation** New Emphasis in Energy Plan

By Dana Milbank  
Washington Post; Tuesday, July 17, 2001; Page A01

MONROEVILLE, Pa., July 16 -- Vice President Cheney, who launched the Bush administration's energy initiative with a speech dismissing conservation as a "personal virtue," today tried a new, greener pitch for the embattled proposal.

"Conservation is a must," Cheney pronounced in a speech in Philadelphia delivered by his wife, Lynne, while the vice president, suffering from laryngitis, sat nearby. "We must become much more efficient in energy use. . . . For the country, efficiency helps us make the most of our resources, softens the impact of high prices, and reduces pollution."

As Congress considers scaling back Bush's ambitious plans to boost domestic energy production, and falling fuel prices ease the short-term energy crunch, members of the Bush Cabinet fanned out across the country today to host a series of town hall meetings in hopes of reviving the energy initiative's prospects. The vice president took to the road to sell the administration's energy policy here and in Philadelphia and Pittsburgh.

His words today capped a shift in emphasis -- though not a change in policy -- from the administration on the topic of energy and the environment. In April, Cheney, who led the committee that drafted the administration's energy plan, traveled to Canada to outline an energy policy dominated by expanded production, labeling conservation a "sign of personal virtue" but not the basis for a "sound, comprehensive energy policy."

Since then, however, the climate has changed dramatically. Cheney's appearances today were part of a Bush administration bid to boost its image on the topic of energy and the environment, which has been battered in recent months. According to last month's Washington Post/ABC News Poll, Americans disapproved of Bush's handling of energy issues by a margin of 58 percent to 37 percent, the president's worst showing on a major issue.

Today, Environmental Protection Agency Administrator Christine Todd Whitman went to Old Lyme, Conn., in her native Northeast. Energy Secretary Spencer Abraham and Transportation Secretary Norman Y. Mineta worked the Midwest, while Commerce Secretary Donald L. Evans made the case in his native South. Interior Secretary Gale A. Norton headed West to Sioux Falls, S.D., where her support for private property rights is more popular.

Bush has offered a diverse collection of proposals to stimulate energy production and encourage efficiency. These include drilling in the Arctic National Wildlife Refuge, incentives for nuclear power, help for low-income households' energy costs and encouraging renewable and alternative fuels and conservation.

But little is happening so far in Congress on these plans, and even the administration's GOP allies say the proposal to drill in the wildlife refuge is a nonstarter. The Senate has been slow to act on the energy package; Minority Leader Trent Lott (R-Miss.) demanded today that the Senate consider the initiative "in a full-blown way" or he would "consider other options," such as a filibuster. 111

This spring, when the administration unveiled its energy proposal to approval from energy producers and criticism from environmental groups, Bush officials spoke of a nation in an energy crisis. On the horizon were \$2 a gallon gas and blackouts on both coasts, they argued.

Instead, the average price of gasoline had fallen to \$1.51 as of Friday from \$1.76 in mid-May, according to the Lundberg Survey of 8,000 gasoline stations. Natural gas prices have fallen even more sharply. In California, a 10 percent drop in usage, new supplies and federal price controls initially opposed by Bush have prevented blackouts.

Bush today acknowledged the challenge to the proposal from the changing situation. "I think any time there's not an immediate problem that's apparent to people, it's tough to convince people to think long term," Bush told reporters. "But it's clear there are warning signs."

The green lobby was ready for Cheney's visit today. At Cheney's first stop, to address a national gathering of county administrators in Philadelphia, Brett Hulsey, a county supervisor from Wisconsin, was waiting to present Cheney with a petition signed by 120 county officials objecting to the Bush energy plan. "Power plant pollution causes 30,000 deaths every year, twice as many as are killed by guns," Hulsey said, passing out fliers from "Local Officials for Clean Energy." Along Cheney's motorcade route, a woman held a handmade sign proclaiming "Re-regulate now: keep prices affordable."

Still, the administration may have a chance to persuade the public. A Gallup poll conducted two weeks ago found that 38 percent of respondents support Bush's energy policy, while 32 percent oppose it — largely on grounds that it isn't environmentally friendly enough.

Today, Cheney exuded green. Though he spoke of a need to upgrade and expand the nation's power grid, this was put into a mix that included "diverse sources" of energy, a "balanced approach," and a dismissal of a "false choice between more energy and a safer environment."

After the Philadelphia speech, Cheney flew to western Pennsylvania for a town hall meeting in the Pittsburgh suburb of Monroeville to promote the energy plan before an audience selected by Pennsylvania Gov. Tom Ridge (R).

Cheney called for construction of more refineries and said "nuclear energy makes all the sense in the world" to ease global warming. But he also made a plug for fuel-efficient, hybrid-fuel vehicles and spoke of the need to "protect and enhance the environment."

## Cheney, On The Road, Seeks Support For Energy Program

By JOSEPH KAHN  
New York Times; JUL 17, 2001

MONROEVILLE, Pa., July 16 — Vice President Dick Cheney said today that falling fuel prices in no way diminished a need for more domestic energy supplies, arguing that America was becoming overly dependent on foreign oil exporters, some of whom "do not wish us well."

The vice president's comments, at a public meeting in this southwestern Pennsylvania town, were part of the administration's effort to rally support for its energy plan even as the high gasoline and natural gas prices that gave the plan its impetus a few weeks ago continue to ease.

"If we get to the point that we totally rely on foreign sources, we will periodically pay \$2, maybe \$2.25, for a gallon of gas," Mr. Cheney said. "With prices easing off, we've got some people saying there's no crisis now. But we're increasingly subject to prices set by others."

His comments show how the administration is scrambling to hone a new message to promote its energy priorities in Congress. Lawmakers have so far resisted calls to open new federal lands to oil and gas exploration.

When President Bush unveiled his energy plan in mid-May, gasoline prices were close to \$2 a gallon, and California was in the middle of a power emergency marked by repeated blackouts and wholesale electricity prices averaging close to 20 times those that prevailed a year earlier.

The situation is now nearly reversed, with gasoline prices tumbling and California faring far better during the normally peak summer months than analysts expected.

Mr. Bush reflected today on how selling his plan had become harder without the price spikes. Speaking from the Oval Office, he told reporters that people should reflect on long-term energy security, not today's price at the pump.

"I think any time there's not an immediate problem that's apparent to people, it's tough to convince people to think long term," he said.

He said there were still "warning signs" of a crisis, even if supply shortages no longer seemed acute.

The vice president's event in this town near Pittsburgh was part of a broad effort by the administration to raise awareness of energy issues in the face of polls showing that most Americans believe that the environment should not be sacrificed for the sake of more energy supplies.

Five cabinet secretaries and 25 Congressional Republicans fanned out around the country today to promote the idea that the nation needed more energy supplies and that the quest for new oil and gas need not sully the air and water.

Mr. Cheney, hoarse from a bout of laryngitis, frequently called on several aides to speak for him tonight. Earlier in the day in Philadelphia, his wife, Lynne Cheney, delivered a speech for him.

Billed as a town hall, the session here in Monroeville was more a Republican political rally. Gov. Tom Ridge and three of the state's Republican lawmakers in Congress praised the administration's energy blueprint in speeches that consumed more than half the allotted hour.

On a sprawling green banner that filled the space behind the podium, the words "conservation" and "efficiency" appeared as prominently as "security" and "independence." That summed up the theme of the day: that to increase domestic energy supplies would in no way harm the environment.

In the Philadelphia appearance earlier in the day, the vice president, with Mrs. Cheney as his stand-in, referred repeatedly to energy efficiency and conservation, hardly mentioning the supply crisis he spoke of often in the spring.

Promoting the energy plan in Toronto last April, Mr. Cheney emphasized the urgency of finding new sources of oil and gas while making it easier for companies to produce electricity and gasoline.

"Conservation may be a sign of personal virtue," he said then, "but it cannot be the basis of a sound energy policy."

That comment prompted political assaults from Democrats and environmentalists, who argued that the administration had minimized the potential to save energy while stressing new supplies.

Today Mr. Cheney struck a contrasting note. "Conservation is a must," his Philadelphia speech said.

The speech exalted the "snow-capped mountains and clear skies and clean streams" of Wyoming, his home state. It described the Bush energy plan as a kind of environmental manifesto, covering "the entire range of energy concerns facing the American people — from our need for greater efficiency to better stewardship of the environment."

America can have more energy and a better environment, he said, maintaining that his opponents had presented a "false choice" between the two. Oil companies, the speech said, now use such sophisticated technology to explore for oil that they can do so "literally unnoticed," with no damage to natural habitats.

Many environmentalists say even the most advanced drilling technology can damage the environment, as does the infrastructure that accompanies oil and gas fields.

The emphasis on saving energy is in part recognition of political reality. Many Republicans in Congress never embraced the idea that the nation faced a severe energy crisis. Resolutions banning new oil, gas and coal exploration in sensitive areas have passed both houses of Congress, while the only new measures gaining broad support are those that seek to improve the energy efficiency of automobiles and appliances.

## Bush Energy Team Tries Spotlighting Conservation

By Susan Page,  
USA TODAY; 7/16/2001 - Updated 10:50 PM ET

MONROEVILLE, Pa. — The White House tried a new tone Monday as it tried to restart President Bush's stalled energy plan. Vice President Cheney, five Cabinet members and two dozen congressional Republicans held "town hall meetings" across the country in which they emphasized a commitment to the environment and toned down an early focus on more drilling and nuclear power plants.

"Conservation is a must," Lynne Cheney declared to the National Association of Counties' conference in Philadelphia as she delivered a speech that was prepared for her husband. He sat on stage, sidelined by laryngitis. The statement contrasted with a speech this spring in which he described conservation as "a personal virtue" that can't solve the nation's energy problems.

Critics weren't convinced that the new words represented a true change of heart. A letter to Cheney signed by more than 100 county officials in 25 states expressed concern that the energy plan would weaken clean-air protections, increase oil drilling in environmentally sensitive lands and harm renewable-energy programs. "He needs to fund more conservation in this and less polluting power plants," said Brett Hulsey, a supervisor of Dane County, Wis.

Later, Cheney appeared here at Allegheny County Community College. Half of the hourlong session was consumed by speeches by elected officials, all of whom lauded the administration's approach.

Questions from the audience, chosen by Republican Gov. Tom Ridge's office to represent a cross-section of the community, were friendly and deferential. Cheney said he was confident that Congress would pass a comprehensive energy bill this year.

But White House hope for quick passage has dimmed since a decline in energy prices brought a decline in public concern.

Cheney called for increasing domestic exploration, including in Alaska's Arctic National Wildlife Refuge, to reduce dependence on foreign oil. And he made a pitch for more nuclear power plants because they don't contribute to global warming.

In Washington, Bush told reporters, "It should be clear to the American people that we're dependent upon foreign sources of crude oil when every quarter we worry about whether or not OPEC is going to run the price of crude up."

The president went on, "It should be worrisome to people that the state that's had the best conservation efforts is the state that's had brownouts," a reference to California's temporary power cutoffs this year. "We're going to take a very strong effort to convince the American

people that we've got a plan that couples not only sound conservation but the need to develop new sources of energy."

The administration's new campaign comes in the wake of polls that show Bush has damaged his standing, particularly among moderate voters, with the perception that he is more concerned about oil and gas interests than the environment.

The Democratic-controlled Senate and the Republican-controlled House have passed a series of votes in recent weeks that emphasized conservation, sometimes at odds with the administration. However, Cheney's speech in Philadelphia praised Congress for "putting the final touches on legislation enacting the president's recommendations on conservation."

The rhetoric was not tempered on one topic: the proposed Kyoto accord among industrialized nations in 1997, which is intended to reduce global warming. The Bush administration opposes it. Cheney's speech said the treaty "would have produced little or no net benefit to the global environment while imposing massive job losses on the American economy."

## Cheney Spearheads Push On Bush Energy Plan

By Chriss Swaney  
Reuters; July 16 11:50 PM ET

With gasoline prices falling, top Bush administration officials, led by Vice President Dick Cheney, mounted an election-style campaign on Monday to promote President Bush's energy strategy amid signs of waning public support.

Cheney flew to Pennsylvania barely two weeks after undergoing heart pacemaker surgery to repeat the Bush administration's position that the United States can reduce its reliance on OPEC oil by boosting domestic production and scaling back regulation.

"The fact is that for the foreseeable future we're going to be reliant on petroleum products for our transportation needs. That means we need adequate supplies," Cheney told 250 people at a national town hall energy meeting near Pittsburgh. The meeting was organized by Pennsylvania's Republican Gov. Tom Ridge, a Bush ally.

The vice president noted that oil price fluctuations on the world market not only affect the price of gasoline for motorists, but also the cost of home heating oil and power.

Aside from Cheney, five cabinet members and dozens of members of Congress fanned out across the country to promote the Bush plan to boost production while modestly curbing consumption. Energy Secretary Spencer Abraham, Interior Secretary Gale Norton, Transportation Secretary Norman Mineta and Environmental Protection Administration chief Christine Todd Whitman made town hall appearances from Connecticut to South Dakota.

In Argonne, Illinois, south of Chicago, Abraham told an audience the administration's energy strategy looks to the future.

"We've been relying heavily on conservation and imports but over the next 20 years we can't continue in that direction," the energy secretary said. "That's why the plan President Bush presented to the American people makes sense."

Abraham also said the Bush's energy plan was balanced "with more than 60 percent of our energy needs over the next 20 years being met with conservation."

No cabinet members were dispatched to California, where Bush's response to the electricity crisis has been widely criticized.

With congressional committees due to take up energy legislation soon, Democrats dismissed the town hall meetings as staged events.

In Philadelphia, a case of laryngitis forced a pale-looking Cheney to let his wife Lynne speak for him at a meeting of the National Association of Counties.

While his voice lasted, Cheney laid out a Bush plan that would boost oil imports from non-OPEC petroleum producers such as Kazakhstan, build more refineries, expand nuclear power and stem community-based clean air standards that he blamed for an inflexible market dominated by boutique fuels.

Two months ago, when gasoline prices were forecast to hit a startling \$3.00 per gallon, Bush unveiled a broad proposal to open the Arctic National Wildlife Refuge and other federal lands to oil drilling and boost coal use by power plants.

In mid-May, the average U.S. gasoline prices rocketed to a record \$1.71 per gallon. By last week, the nationwide average retail pump price had fallen to \$1.44 per gallon.

Bush warned on Monday that lower gasoline prices are no safeguard against future volatility in prices.

"It should be clear to the American people that we're dependent upon foreign sources of crude oil when every quarter we worry about whether or not OPEC is going to run the price of crude up," he told reporters.

In recent days, Bush has sought to emphasize more energy conservation to blunt criticism that his plan focuses on production and would benefit big oil companies that made large contributions to the Republican Party.

The president faces broad bipartisan opposition to his plan to allow oil and gas drilling in the Arctic National Wildlife Refuge in Alaska. Public opinion surveys also have shown growing unease over the plan's impact on the environment.

The administration also was dealt a setback earlier this month when the House of Representatives voted to ban drilling in the Great Lakes and off Florida's Gulf of Mexico coast.

## Cheney, Team Fan Out For Energy Plan

by SCOTT LINDLAW  
Associated Press, July 17, 2001

PHILADELPHIA (AP) – President Bush warned against complacency in the face of falling gas prices Monday, as a hoarse Vice President Dick Cheney headlined a Republican roadshow promoting the national energy strategy he shaped.

"I think anytime there's not an immediate problem that's apparent to people, it's tough to convince people to think long-term," Bush told reporters in the Oval Office as he plugged the energy plan. "But it's clear there are warning signs" of a crisis, he said.

Cheney, suffering laryngitis, drafted his wife, Lynne, to deliver an energy speech to the National Association of Counties in Philadelphia. He kissed her and watched from stage right after she playfully shooed him away from the microphone, saying, "Dick, they did give you a chair."

Mrs. Cheney defended the administration's energy policy, with a heavy emphasis on environmental protection, conservation and high-tech energy solutions.

"President Bush and the vice president do not accept the false choice between more energy and a safer environment," she said.

Her husband just weeks ago said conservation, though a "personal virtue," was not the basis of a sound energy policy. Mrs. Cheney declared, "We must become much more efficient in energy use."

She also made clear that the administration is not rethinking its rejection of a global-warming treaty known as the Kyoto Protocol. Bush's scrapping of the treaty is one of the greatest points of friction between the United States and European countries. Bush travels to Europe Wednesday.

The Kyoto treaty "would have produced little or no net benefit to the global environment, while imposing massive job losses on the American economy," she said.

The Bush administration unveiled its energy strategy in May, but is still trying to spur action in the Senate, which has since turned over to Democratic control and is unlikely to address energy legislation before September. Several energy bills are advancing in the House with two committees expected to move legislation this week.

One bill promotes clean coal technology, calls for a modest increase in fuel economy for sport-utility vehicles and requires new energy savings by federal agencies. Another bill would allow drilling in the Arctic National Wildlife Refuge in Alaska, which Bush has advocated.

The various energy bills are expected to be combined into one bill in the coming weeks with a vote possible before the August recess, according to GOP lawmakers. A floor fight over the Arctic refuge drilling and fuel-economy provisions is likely.

Mrs. Cheney sounded optimistic when she said, "This very week, Congress will be putting the final touches on legislation enacting the president's recommendations on conservation."

The vice president was chief architect of the administration plan, which calls for increased production of oil and natural gas; upgrading the networks that carry petroleum-products and electricity; increased reliance on nuclear power; and stepped-up conservation and use of such clean fuels as wind and solar power.

The tour by Cheney, five Cabinet members and some 25 members of Congress was meant to take the administration's case directly to voters.

Most of the officials, including Cheney, employed town hall forums where they faced questions from the public.

At the Argonne National Laboratory outside Chicago, Energy Secretary Spencer Abraham said the United States will continue to rely on the Middle East for oil, but also on "new sources at home and around the world, so that we don't find ourselves in an energy supply challenge in the future."

After the Philadelphia appearance, Cheney flew to the Pittsburgh suburb of Monroeville for his town hall meeting.

Republican Gov. Tom Ridge, a Bush ally, selected the 250 audience members, though Ridge spokesman Tom Charles said the crowd represented a wide array of views, including at least two environmentalists.

Cheney's office hand-picked the first questioner -- the head of a local Chamber of Commerce, who asked what the administration and business leaders could do "as a team" to bring down gasoline prices.

Cheney offered a prescription that included reducing foreign dependence on oil and building more refineries. But, he said, "There's not any one silver bullet there."

Cheney nursed his throat with hot tea all day, and his voice held out as he fielded nine questions over a half-hour.

Outside the Community College of Allegheny County, about 70 demonstrators chanted, "Clean solutions, not pollution!" in protest against the administration plan.

"Nuclear power is not safe, not clean, not reliable, not cheap and not sustainable," said Judith Johnsrud, vice chairwoman of the Pennsylvania Sierra Club. "We don't want any more Three Mile Islands in Pennsylvania."

Cheney told reporters aboard Air Force Two that a weekend cold had given him laryngitis. "Suddenly, the voice was gone," he said in a near-whisper.

The vice president has a history of heart disease and had a dual-action pacemaker implanted about two weeks ago. Asked about the general state of his health, he playfully hopped up and down in the aisle of his plane, prompting an order from his wife to "stop it!"

## **In Support Of Energy Plan, White House Burns Some Gas**

Politics: Cheney, other Bush officials fan out to make what the president admits is a tough case.

By MEGAN GARVEY

Los Angeles Times; July 17 2001

MONROEVILLE, Pa. -- With his top officials dispatched to several states to try to recharge the White House's coolly received energy policy, President Bush on Monday conceded that the plan may be a harder sell now that oil prices are down and California is experiencing fewer rolling blackouts.

"Any time there's not an immediate problem that's apparent to people, it's tough to convince people to think long-term," Bush said.

Vice President Dick Cheney, the plan's chief architect, joined other top administration officials and Republican members of Congress in public meetings to bolster support for the initiative.

At a town hall meeting in this Pittsburgh suburb, Cheney, suffering from laryngitis, used his ailing voice to warn that a failure to generate new energy would be a "storm cloud out there on the horizon for the American economy."

Earlier in the day, in comments delivered by his wife, Lynne, a last-minute stand-in, the vice president offered a retooled message about conservation that signaled a marked change from his comments of just a few months ago.

"Conservation is a must," Lynne Cheney told a conference of county executives gathered in Philadelphia, reading her husband's speech from a TelePrompTer.

Previously, Cheney touted supply-oriented solutions and dismissively called conservation a "sign of personal virtue" but "not a sufficient basis for a sound, comprehensive energy policy."

Those comments, as well as Cheney's former role as head of a Texas-based oil supply company, had made the vice president a target for foes of the White House approach. And in the last few months, between problems with his heart and the flap over his conservation remarks, the man considered by many to be the most powerful vice president in history had been less visible on the national stage.

But he was front and center Monday--hoarse voice notwithstanding.

Elsewhere, Energy Secretary Spencer Abraham, Interior Secretary Gale A. Norton, Transportation Secretary Norman Y. Mineta and Environmental Protection Administration chief Christie Whitman made town hall appearances from Connecticut to South Dakota.

Democrats on Capitol Hill criticized the public relations blitz, saying the massive tax cut will make it difficult to fund any conservation initiatives. An energy bill dealing with nuclear energy,

hydropower, clean-coal technology and conservation is scheduled to come before the House Energy and Commerce Committee today.

They also questioned why none of the president's surrogates were dispatched to the region struggling the most with energy supply needs: the West Coast.

"Out of 105 recommendations in the [administration's] plan, not one is relevant to the situation in California, Oregon, Washington or other parts of the West," said Rep. Bob Filner (D-San Diego).

In front of a friendly audience under hot lights in the gymnasium at the Community College of Allegheny County, Cheney strained his voice to answer questions.

In one of the night's few sharp moments, Pennsylvania Gov. Thomas J. Ridge, a Republican, took a swipe at California, noting: "We weren't the first state to deregulate natural gas or electricity, but we were the first state to do it right."

Cheney again pushed many of the same tenets of the policy his energy task force unveiled this spring: responsible exploration and production, the need to reduce dependence on foreign oil sources, and the role new technology can play in meeting energy demands.

At the day's first event, he watched from the sidelines in Philadelphia as Lynne Cheney, taking his place at the lectern, reiterated the administration's strong opposition to the Kyoto treaty.

"President Bush agrees that the approach of Kyoto was flawed and unworkable," she said on the eve of the president's second trip to Europe, where the U.S. position is controversial. "It would have produced little or no net benefit to the global environment, while imposing massive job losses on the American economy."

But the same speech contained his most extensive and positive comments to date about the role of conservation during an energy crunch.

"This is one of the guiding principles of the president's energy policy: making better use of energy, through conservation and the latest technology," his wife said for him.

The administration's stress on conservation, however, came with caveats, both from Bush and Cheney.

During an Oval Office ceremony where he received a bust of Winston Churchill, Bush sounded a note of caution about California's woes.

"It should be worrisome to people that the state that's had the best conservation efforts is the state that's had brownouts," Bush said, emphasizing the need for a long-term energy policy that includes developing new sources of energy.

Cheney's speech warned that he and Bush "do not accept the false choice between more energy and a safer environment." And during the brief time Cheney used his own voice Monday, he once again pointed out the reality of current U.S. energy needs when it comes to petroleum.

"The fact of the matter is we are dependent and will be dependent on gasoline," he said.

For some of the White House's biggest environmental critics, the subtle policy shift expressed Monday didn't change any minds.

"Conversions begin with lip service," said Carl Pope, president of the Sierra Club. "But all we're seeing so far is lip service. I hope we see more."

—  
Times staff writers Edwin Chen and Richard Simon contributed to this story from Washington.

## Lower Gas Prices Threaten Bush Energy Plan

By Bill Sammon

THE WASHINGTON TIMES; July 17, 2001

President Bush yesterday acknowledged that falling energy prices are making it "tough to convince people to think long-term" about his energy plan, which Senate Minority Leader Trent Lott complained is languishing in Congress.

But the White House warned Americans against being lulled into a false sense of security by gasoline prices that regularly fall before spiking again. And the administration has decided to sidestep Congress by dispatching senior administration officials across the country to take the energy plan directly to the public.

"I think any time there's not an immediate problem that's apparent to people, it's tough to convince people to think long-term," Mr. Bush told reporters in the Oval Office. "But it's clear that there are warning signs."

The president cited California, where severe energy shortages have caused brownouts, although mild weather and federal conservation efforts have mitigated the problem somewhat.

Still, Mr. Bush cautioned against complacency.

"It should be worrisome to people that the state that's had the best conservation efforts is the state that's had brownouts," he said. "And even though there may not be a brownout today, it's an indication that we need an energy policy."

Mr. Lott agreed, but made no attempt to hide his frustration at the reluctance of Senate Democrats to begin work on the Bush energy plan, which entails boosting production and refinery capacity, the construction of new nuclear plants and drilling in the Arctic National Wildlife Reserve.

"We don't have a commitment yet in the Senate as to when we would take up an energy-policy bill," the Mississippi Republican told reporters. "It had been my intent to bring it up in the Senate before the Fourth of July recess. Now we're into July. Time marches on, and we don't have anything scheduled."

Even the president's efforts at sidestepping Congress have run into problems. Vice President Richard B. Cheney was scheduled to kick off a string of town-hall meetings touting the energy plan yesterday, but came down with a case of laryngitis. He asked his wife, Lynne, to deliver an afternoon speech in Philadelphia so that his voice might be strong enough for him to participate in an evening town hall in Monroeville, Pa., east of Pittsburgh.

Mr. Cheney was accompanied by three Republican members of the Pennsylvania congressional delegation, including Sen. Rick Santorum, who implicitly blamed former President Bill Clinton for the energy crisis. "Our current energy situation has resulted from years of shortsighted domestic policies and a nonexistent energy plan," he said.

While Mr. Cheney and his entourage were stumping in Pennsylvania, a trio of Republican congressmen from Texas staged their own town-hall meeting in Houston. Reps. Tom DeLay, Kevin Brady and John Culberson planned to discuss how the GOP-controlled House, unlike the Democrat-controlled Senate, will act on the Bush energy plan.

But while Republicans tried to create a sense of urgency around the Bush plan, the press argued that falling gas prices have left the president without a mandate for change. The Energy Department reported yesterday that the nationwide average price of gasoline was \$1.41 per

gallon for regular unleaded. That is a decrease of 2.4 cents from a week ago and 13.3 cents from a year ago.

White House Press Secretary Ari Fleischer said, "Clearly, more people focus on problems in energy when they're in the middle of something extraordinary. But as the history of energy in the United States has shown, these trends don't stay in one direction for very long."

He added: "While many politicians have alternated between denial and blame, President Bush thinks the best course of the nation is to stay steady and true."

•Dave Boyer contributed to this report.

## Cheney Spearheads Push on Bush Energy Plan

By Chriss Swaney  
Monday July 16 11:52 PM ET

MONROEVILLE, Pa. (Reuters) - With gasoline prices falling, top Bush administration officials, led by Vice President Dick Cheney, mounted an election-style campaign on Monday to promote President Bush's energy strategy amid signs of waning public support.

Cheney flew to Pennsylvania barely two weeks after undergoing heart pacemaker surgery to repeat the Bush administration's position that the United States can reduce its reliance on OPEC oil by boosting domestic production and scaling back regulation.

"The fact is that for the foreseeable future we're going to be reliant on petroleum products for our transportation needs. That means we need adequate supplies," Cheney told 250 people at a national town hall energy meeting near Pittsburgh. The meeting was organized by Pennsylvania's Republican Gov. Tom Ridge, a Bush ally.

The vice president noted that oil price fluctuations on the world market not only affect the price of gasoline for motorists, but also the cost of home heating oil and power.

Aside from Cheney, five cabinet members and dozens of members of Congress fanned out across the country to promote the Bush plan to boost production while modestly curbing consumption.

Energy Secretary Spencer Abraham, Interior Secretary Gale Norton, Transportation Secretary Norman Mineta and Environmental Protection Administration chief Christine Todd Whitman made town hall appearances from Connecticut to South Dakota.

In Argonne, Illinois, south of Chicago, Abraham told an audience the administration's energy strategy looks to the future.

"We've been relying heavily on conservation and imports but over the next 20 years we can't continue in that direction," the energy secretary said. "That's why the plan President Bush presented to the American people makes sense."

Abraham also said the Bush's energy plan was balanced "with more than 60 percent of our energy needs over the next 20 years being met with conservation."

No cabinet members were dispatched to California, where Bush's response to the electricity crisis has been widely criticized.

With congressional committees due to take up energy legislation soon, Democrats dismissed the town hall meetings as staged events.

In Philadelphia, a case of laryngitis forced a pale-looking Cheney to let his wife Lynne speak for him at a meeting of the National Association of Counties.

While his voice lasted, Cheney laid out a Bush plan that would boost oil imports from non-OPEC petroleum producers such as Kazakhstan, build more refineries, expand nuclear power and stem community-based clean air standards that he blamed for an inflexible market dominated by boutique fuels.

Two months ago, when gasoline prices were forecast to hit a startling \$3.00 per gallon, Bush unveiled a broad proposal to open the Arctic National Wildlife Refuge and other federal lands to oil drilling and boost coal use by power plants.

In mid-May, the average U.S. gasoline prices rocketed to a record \$1.71 per gallon. By last week, the nationwide average retail pump price had fallen to \$1.44 per gallon.

Bush warned on Monday that lower gasoline prices are no safeguard against future volatility in prices.

"It should be clear to the American people that we're dependent upon foreign sources of crude oil when every quarter we worry about whether or not OPEC is going to run the price of crude up," he told reporters.

In recent days, Bush has sought to emphasize more energy conservation to blunt criticism that his plan focuses on production and would benefit big oil companies that made large contributions to the Republican Party.

The president faces broad bipartisan opposition to his plan to allow oil and gas drilling in the Arctic National Wildlife Refuge in Alaska. Public opinion surveys also have shown growing unease over the plan's impact on the environment.

The administration also was dealt a setback earlier this month when the House of Representatives voted to ban drilling in the Great Lakes and off Florida's Gulf of Mexico coast.

## Cheney's Words, His Wife's Voice

By Tom Infield

Philadelphia Inquirer, Monday, July 16, 2001

The spirit was willing, but the voice was weak. Vice President Cheney traveled to Philadelphia today for the first time since his election, but he had to forgo the speech he planned to deliver at the convention of the National Association of Counties at the Convention Center. The reason: a sudden bout of laryngitis.

"He woke up this morning sort of croaking and making some noises, but you couldn't really call it talking," Cheney's wife, Lynne, told an audience of about 3,000 county-government officials from around the country.

Cheney, in a dark suit and red tie, stood smiling and silent beside his wife on stage. Amid laughter, she motioned for him to take a seat.

A former chairwoman of the National Endowment for the Humanities, Lynne Cheney proceeded to deliver the speech herself, reading it flawlessly from video-projection screens.

The intent of the vice president's prepared remarks was to pump political life into President Bush's national energy policy, a plan that emphasizes increased production and investment in technology and that - with the recent easing of gasoline prices - has begun to fade in Washington.

When Bush announced his policy in mid-May, gas prices were 30 cents per gallon higher on average than they are now, and West Coast cities were suffering widespread blackouts that have not occurred recently.

Administration officials said over the weekend that Cheney and members of the Bush cabinet would be fanning out across the country, starting yesterday, to help revive the national sense of energy urgency.

Former New Jersey Gov. Christie Whitman, now head of the U.S. Environmental Protection Agency, was several hours ahead of Lynne Cheney in speaking yesterday at the convention.

The Cheneys, whose motorcade to Philadelphia International Airport caused traffic restrictions in the city at rush hour, flew later to Pittsburgh for a town meeting at Allegheny County Community College that was billed as the main event of their day.

Environmentalists and some politicians in both major parties have criticized the Bush plan for what they see as an overemphasis on energy production - including offshore drilling for natural gas - and an underemphasis on conservation.

The 15-minute Cheney speech at the Convention Center sought to tackle that concern. It referred only once to "clean coal" technology and only once to oil production, but it included six references to energy efficiency.

"Most Americans believe in showing consideration for the land and life around us," Lynne Cheney said. "President Bush and this vice president do not accept the false choice between more energy and a safer environment.

"Indeed," she said, "an energy shortage is bad for the environment, as we've seen in California, where dirtier plants have been running harder to keep the lights on. It is possible to have more energy and a better environment - as we've already seen with incredible advances in the technology employed in locating and producing energy."

Dick Cheney, a former energy executive, was a major architect of the administration proposals, which calls for facilitating the licensing of scores of new power plants.

Yesterday afternoon, about a half hour before Air Force Two touched down at the airport, a cluster of people associated with environmental groups protested the Bush policy on the street outside the Convention Center.

One woman, wearing cardboard caribou antlers, tried to catch the eyes of drivers and pedestrians with a poster that protested the possibility of drilling in the Arctic National Wildlife Refuge.

An elaborate balloon sculpture, in the shape of an oil well, carried a sign that read: "Clean energy solutions, not more pollution."

"We want to address the fact that the energy policy focuses on coal, oil and nuclear energy," said Eric Ring of Havertown, chairman of the Sierra Club in Southeastern Pennsylvania.

"This is not good for the environment, and it's not good for America," he said.

Inside the Convention Center, the Cheneys got a much friendlier greeting.

"We've had a long-standing relationship with the vice president over the years," said Jeffrey D. Arnold of Alexandria, Va., the legislative director of the county association.

The association's 113-member board of directors unanimously adopted a resolution Sunday applauding the Bush plan, he said. Delegates are expected to approve the resolution during today's closing session of their six-day meeting.

## FOX SPECIAL REPORT WITH BRIT HUME

July 16, 2001 Mondy  
Fox News Network

HUME: All right, Carl. Thanks very much.

As gasoline prices fall, the White House acknowledges there may no longer be an immediate energy crunch. But officials there insist there's still a need for a long-term energy strategy. Bush administration officials are on the road this week, holding town meetings across the country to talk to Americans about the president's energy plan. And it's no coincidence these town hall events come just as lawmakers on Capitol Hill start to consider parts of Mr. Bush's proposal. Fox News's Brian Wilson has the story.

(BEGIN VIDEOTAPE)

BRIAN WILSON, FOX CORRESPONDENT (voice-over): With gas prices slowing dropping and the country experiencing fewer blackouts and brownouts, the Bush administration is finding it difficult to keep voters focused on the need for a new, comprehensive energy plan. The president says it's natural to lose interest when there's no pending crisis, but...

GEORGE W. BUSH, PRESIDENT OF THE UNITED STATES: It's clear that there are warning signs. It's clear to -- it should be clear to the American people that -- you know, that we're dependent upon foreign sources of crude oil when, you know, every quarter we worry about whether or not OPEC is going to run the price of crude up.

WILSON: So on the week when elements of the Bush energy plan will start wending their way through Congress, Bush cabinet members were dispatched to communities around the country to talk about the need for a long-range energy policy. Transportation Secretary Mineta was in Ohio, Commerce Secretary Evans in North Carolina, Interior Secretary Norton was dispatched to South Dakota, and EPA Director Whitman was in Connecticut.

Vice President Cheney, the architect of the Bush plan, was in Pennsylvania, where because of a scratchy throat, his wife spoke on his behalf about...

LYNNE CHENEY, DICK CHENEY'S WIFE: ... setting a new policy that covers an entire range of energy concerns facing the American people.

WILSON: The most controversial part of the Bush energy plan is drilling in the Arctic National Wildlife Refuge. But key Democrats in the House, like Congressman Nick Rahall of West Virginia, are voicing concerns about other parts of the plan. Rahall said recently, "You plop a controversial item like ANWR in a long bill and hope everyone focuses on that. Meanwhile, lying below the surface is a whole bevy of equally contentious items that consequently may escape the same level of scrutiny."

But the president insists his plan is balanced, something his team will be stressing.

BUSH: And so we're going to take a very strong effort to convince the American people that we've got a plan that -- that couples not only sound conservation but the need to develop new sources of energy.

WILSON (on camera): The Bush energy plan faces an uphill battle in the Democratically controlled Senate, and Republican leader Trent Lott has suggested that if the Democrats don't give the measure a full hearing, he might try to attach bits and pieces of it to various appropriations bills.

In Washington, Brian Wilson, Fox News.

(END VIDEOTAPE)

HUME: As Brian noted, Vice President Cheney is holding a town meeting on the administration's energy policy at Allegheny County Community College in Monroeville, Pennsylvania, just outside Pittsburgh. Fox News's Rick Leventhal is there.

Rick, what is expected to happen at that event tonight?

RICK LEVENTHAL, FOX CORRESPONDENT: Well, they're calling it, Brit, a campaign-style town hall meeting, about 250 residents, local residents here, gathering inside this converted gymnasium now for this event. Not just Cheney, though. He'll be joined by Pennsylvania Governor Tom Ridge, Senators Arlen Specter and Rick Santorum, and also Representative Melissa Hart. But certainly, a distinguished panel here that will be talking to the assembled group here about the administration's energy package and answering a lot of questions.

The group, by the way, was hand-selected by Pennsylvania Governor Tom Ridge's office. There are said to be industry officials, some elected representatives, also some consumers, they're described as, and conservationists, as well, expected to represent the state of Pennsylvania, as a whole. It's going to last about an hour, and they're going to be focusing on the energy plan, on any, perhaps, objections that might be raised by the crowd, hoping to answer some questions. And as you heard Brian talk about, the main goal here is to build support and explain the president's plan and get people to get behind it.

Brit?

HUME: Doesn't sound like there are many Democrats on the bill.

LEVENTHAL: Well, we could take a poll, if you like. But again, the governor's office stressed that it is trying to provide a representative of the state, you know, a good cross-section of the state of Pennsylvania, so that there will be some -- some questions from both sides.

HUME: All right. Thanks very much, Rick Leventhal.

## INSIDE POLITICS

July 16, 2001 Mondy  
CNN

Well, the White House energy push is back on the road. Ahead, a new strategy that has the vice president traveling to Pennsylvania, and other cabinet members fanning out.

Plus the Republican turned independent who rocked the United States Senate. He's back in the limelight. What Senator Jim Jeffords is doing now.

And later: Will these senators find out you can't get there from here? White House hopefuls and the lessons of history when INSIDE POLITICS continues.

(COMMERCIAL BREAK)

SESNO: Lots of members of the Bush administration are on the move today. Their mission: to put the issue of energy and the president's plan right back on the front burner. The vice president and five other top administration officials are headed to cities around the country. Vice President Cheney will be hosting a town hall tonight in Monroeville, Pennsylvania, while Interior Secretary Gale Norton heads to South Dakota, Commerce Secretary Don Evans visits North Carolina, Energy Secretary Spence Abraham hosts a meeting in Illinois, EPA head Christie Todd Whitman goes to Connecticut, and Transportation Secretary Norm Mineta heads to Ohio.

So we'll head to Major Garrett at the White House. Major, what's the strategy here besides a lot of frequent flier miles?

GARRETT: A lot of frequent flier miles and a lot of small media markets, Frank. If you noticed, all of those cities are small cities. The White House expects lighter-than-usual -- well, heavy press coverage, but not the intense kind of media scrutiny that they would get in bigger cities. That's point No. 1. Point No. 2 is to emphasize, if ever so subtly, the conservation angle to the Bush energy plan.

How is that going to be conveyed? Well, each and every Cabinet secretary -- and there are also about 20 other House Republican who are doing the exact same thing -- they all took them something the White House provided. What was it? A big green backdrop, all green. What does it say? "Energy for the 21st Century."

25040

DOE024-2446

Well, you don't need to be a brilliant sort of political strategist to figure out the green backdrop is supposed to tell people, well, conservation is very much important.

What the Bush White House is trying to do is adapt to the political realities it now encounters. The energy plan that was passed a key House subcommittee last week is heavy on conservation. It's pretty lean on production. The White House knows that's where the political winds are blowing, trying to get out in front of them and say to all voters: Look, we had a plan when there looked to be a crisis. Maybe there's not a crisis now, but we still have a plan. Give us credit for that.

SESNO: And the administration, of course, pointing out all along here, Major, that this is a long-range plan to look down the line not just 10 days but 10 years. Major, the price -- the average price of regular gas in mid-May when the plan was announced was \$1.71 a gallon, a buck-71. Now it's about \$1.44.

As the price of gasoline has come down, apparently so has the sense of urgency among Americans. A poll that we've got here that we want to show you shows that in May 58 percent thought that the energy situation was very serious. In July, 47 percent. How does that waning sense of urgency or crisis affect the prospects of what the president wants to accomplish?

GARRETT: Well, it makes the energy production thing all the less attractive on Capitol Hill and conservation all the more attractive. But I was talking to several White House officials and they know, they said: Look, when we were saying when we were first came to office that the economy was bad, all sorts of people accused us of talking down the economy. And one said to me: Why doesn't anyone give us any credit for talking down energy prices?

It was sort of a joke, but there is something that the administration would at least like to get some credit for, saying, look, when we put this package out, there was a lot of criticism that it was all long term, no short term, and we've said from the beginning short-term solutions aren't going to be found from this White House or on Capitol Hill or anywhere within the federal government. We have to look at the longer-term needs of energy of this country. And what Congress wants to do first and foremost is address those needs through conservation.

Billy Tauzin, who is a key player on this -- the House Republican from Louisiana said -- once we have the conservation measures in place, then in a year or two we'll have a much better idea of how much we can

achieve through conservation. Then we'll hit the production issue --  
Frank.

SESNO: Major Garrett at the White House.

## NBC Nightly News

White House and other lawmakers move to push Bush's energy plan  
July 16, 2001 Monday

BRIAN WILLIAMS, anchor:

Now, to the White House and the selling of this energy plan. It was conceived back when the outlook was bleak. It may be a tougher sell now that the current situation has brightened or has it? NBC's Campbell Brown is with us tonight from the White House.

Campbell, good evening to you.

CAMPBELL BROWN reporting:

Brian, tonight the White House is waging a major campaign to convince Americans they need the president's energy plan even without a full-blown energy crisis. Today, the Bush administration marshals the forces, Vice President Cheney, Cabinet members, Republican lawmakers, going on the road, adopting former President Clinton's favorite format, the townhall meeting to push the president's energy plan. But Bush's biggest hurdle, the good news on the energy front, dropping gas prices, California getting a break. Today, even the president concedes his plan is now a harder sell.

President GEORGE W. BUSH: I think that any time there's not a, you know, an immediate problem that's apparent to people, it's tough to convince people to think long term.

BROWN: But the White House is trying, warning today that the crisis is not over yet.

Mr. ARI FLEISCHER (White House Press Secretary): These trends don't stay in one direction very long.

BROWN: The reason White House officials say Congress should act on Bush's plan without delay.

Both House and Senate committees are expected to vote in the next two weeks on bills to increase US supplies of oil, gas, coal and nuclear energy. But Democrats are pushing more emphasis on conservation and also slowing things down.

Senator JEFF BINGAMAN (Democrat, New Mexico): I don't think we should delay, but at the same time I don't think we should rush forward to just reinforce what we've been doing for the last half century.

BROWN: For Bush, the fight with Congress is only half the battle. Political analysts say he's also still trying to overcome the public perception he's aligned with the energy industry, pushing for more supply at the expense of environmental concerns.

Mr. CHARLIE COOK (National Journal): The--the Bush administration saw their ratings on energy go way down in the spring. It sort of bottomed out May or June. And while they've gotten a little better, it's still a big problem for the administration.

BROWN: And that's why the president has been spending a lot of time lately talking about conservation measures. But despite the push, even White House aides say they don't expect Congress to take real action on energy until the fall. Brian:

WILLIAMS: Campbell Brown from the White House lawn. Thanks.

## ABC World News Tonight

Challenges for President Bush as he tries to build support for energy plan  
July 16, 2001 Monday

We begin tonight with the president's latest effort to get the nation's attention about energy. When the president first introduced his energy plan, which was long on production and shorter on conservation, he painted the nation's energy situation as a crisis. California energy crisis was in the news everyday, and the price of gasoline was certainly on its way up. Today, the president is facing opposition to his plans in the Congress, and so he's trying again. And it may be even harder to have the nation see it the president's way. Our correspondent at the White House today is Michele Norris.

MICHELE NORRIS reporting:

Well, with—with gas prices dropping significantly, the White House has shifted into campaign mode. Cabinet members have fanned out across the country to build support for the White House energy plan.

(VO) When the president introduced his energy plan in May, gas prices had peaked. The nationwide average was 1.76 per gallon. The average price at the pump has since fallen to 1.51 per gallon, and the price is expected to drop further by the end of the year. Similarly, prices for natural gas, which fuels the nation's power plants, have fallen by half in the past six months. The reason, the fuel industry has pumped up production. That's the story in electricity-starved California, where today, Governor Gray Davis opened the state's fourth new power plant in just the past three weeks.

Governor GRAY DAVIS (Democrat, California): We are building power plants like there's no tomorrow, because that's the best long-term solution.

NORRIS: (VO) Another sign that the energy emergency has entered at least a temporary phase of calm. Great news for consumers.

Unidentified Woman #1: It's getting a lot better though. At least now we can afford to get gas in the car.

Unidentified Woman #2: Yeah, it's gone down, but it's not like, 'Woo! Party, it's so cheap.'

NORRIS: (VO) But a major challenge for the White House as it tries to sell its energy plan.

President GEORGE W. BUSH: Anytime there's not a—a—you know, a—a—an immediate problem that's apparent to people, it's tough to convince people to think long term.

NORRIS: (VO) So the president sent his team on a national road show. Vice President Dick Cheney was the featured speaker in Philadelphia. But because of laryngitis, his wife spoke for him.

Ms. LYNNE CHENEY: New technologies are proving we can save energy without sacrificing our standard of living.

NORRIS: (VO) Across the country, cabinet members try to raise support for the plan that calls for increased reliance on nuclear power, increased oil and gas production and increased conservation.

(OC) As the price scare has faded, so too has momentum on this issue. Without the looming sense of crisis, it would be tough to get Congress to even focus on the plan. Peter:

JENNINGS: Thank you Michele. Michele Norris at the White House.

## NIGHTLY BUSINESS REPORT

July 16, 2001 Monday

**KANGAS:** Energy prices may be down, but the White House is warning this is no time for complacency. Vice President Cheney and members of the Bush cabinet are fanning out across the nation today to stump for the President's energy plan. But as Darren Gersh reports, the market may have the final word.

**DARREN GERSH, NIGHTLY BUSINESS REPORT CORRESPONDENT:** This was supposed to be the summer of \$3 a gallon gasoline. Instead, it's become the season of falling prices. Since June 22, the average price of a gallon of gas is down \$0.128 to \$1.51 a gallon. Today the President acknowledged the good news is making it harder to sell his energy plan.

**GEORGE W. BUSH, PRESIDENT OF THE UNITED STATES:** Any time there is not, you know, an immediate problem that's apparent to people, it's tough to convince people to think long-term.

**GERSH:** Which is why the President sent his cabinet out across the country today to rally support for his energy plan. If anyone doubts the need for action, Mr. Bush reminded them of the warning signs: dependence on foreign oil and blackouts in California.

**BUSH:** And even though there may not be a brownout today, it is an indication that we need an energy policy. And so we are going to take a very strong effort to convince the American people that we've got a plan that couples not only sound conservation, but the need to develop new sources of energy.

**GERSH:** But regulators have essentially capped electricity prices in the west, removing the most immediate political pressure for action. Natural gas prices have also been cut in half. Add it all up and analysts say there is now little Congressional interest in a comprehensive energy debate.

**KIM WALLACE, POLITICAL ANALYST, LEHMAN BROTHERS:** My sense is the temperature on energy policy is very low right now and is likely to remain that way unless we get a crisis this summer. And let's face it, we're halfway through the summer.

**GERSH:** Back in May, analyst Peter Rigby argued the market was working and energy prices would come down. Now even he is surprised by how fast that happened. But Rigby says consumers should be prepared for more ups and downs.

**PETER RIGBY, POWER & ENERGY DIRECTOR, STANDARD & POOR'S:** Consumers in a deregulated environment are going to have to get used to the fact that power prices and energy prices are going to spike and they may stay that way for a few weeks, a few months, but they'll come down again.

25047

DOE024-2453

GERSH: The energy debate isn't over yet. In the next few weeks, the House of Representatives is expected to vote to raise fuel efficiency standards for cars and trucks.

111

## NPR All Things Considered

Call from Republicans for Congress to pass the Bush administration's energy plan  
July 16, 2001 Monday

Vice President Dick Cheney and five Cabinet secretaries are traveling through the Midwest and the Eastern states today promoting President Bush's energy plan. GOP lawmakers are busy doing the same in their home districts. They're all hoping to refocus attention on energy policy in Washington, where falling electricity and gas prices and the Democratic takeover of the Senate have slackened interest. NPR's David Welna reports now from the Capitol on Republican efforts to get energy back on the front burner.

DAVID WELNA reporting:

The Republican leadership is clearly feeling frustrated over the response here to what the White House calls the most serious energy crisis since the oil embargoes of the 1970s. Senate Minority Leader Trent Lott complained today of foot dragging on his side of the Capitol.

Senator TRENT LOTT (Minority Leader): We don't have a commitment yet in the Senate as to when we would take up an energy policy bill. It had been my intent to bring it up in the Senate before the Fourth of July recess. Now we're into July, time marches on, and we don't have anything scheduled.

WELNA: Lott praised Vice President Cheney for holding a town hall meeting tonight in Pennsylvania on national energy policy. The absence of such a policy affects, in Lott's words, everything from toothpaste to deodorant.

Sen. LOTT: We don't have policies in place that will have more exploration allowed, that will provide incentives for conservation, that will get more transmission lines in place and more refineries built or additional nuclear plants. We continue to have a growing dependence on foreign oil for our energy needs. I understand it's up to 56 percent now and expected to continue to go up, reaching over 60 percent. That is dangerous.

WELNA: Cutting that reliance on foreign oil is the main argument the Bush administration puts forward in its push to open up the Alaskan National Wildlife Refuge for oil and gas drilling. Interior Secretary Gail Norton told reporters last week that ANWR could produce as much oil as the US consumes in six months.

Secretary GAIL NORTON (Interior Department): The projections are that it could allow us to end our reliance on Saddam Hussein and on those who might cause problems for us. So, you know, it's the kind of thing that allows us to have our energy security and our energy stability.

WELNA: The proposal to open up ANWR is in one of several House bills that GOP-controlled committees are putting finishing touches on this week. House Energy and Commerce Committee

Chairman Billy Tauzin says it's also quite likely this legislation will call for higher fuel efficiency standards, which have been frozen for years at 27 miles per gallon for passenger cars.

Representative BILLY TAUZIN (Chairman, Energy and Commerce Committee): The administration's already on record as supporting it, in fact, calling for an early end to the freeze. No one in our leadership has even mentioned extending that freeze. There appears to be broad support on a bipartisan basis for improvements in fuel efficiency standards in the country.

WELNA: But House Democratic leader Dick Gephardt complains that the recent big tax cuts signed into law by President Bush contain no incentives for people to buy vehicles that get better mileage.

Representative RICHARD GEPHARDT (Minority Leader): As the automobile manufacturers point out to us all the time, it's pretty hard for them to meet new fuel efficiency standards if we're not incenting, or incentivizing consumers to want more fuel efficient cars.

WELNA: Even if the House moves quickly on moving the energy plan into law, the Senate is unlikely to take up an energy bill until after the August recess at the soonest. Minority Leader Lott says the Senate is likely to feel increasing pressure from constituents who are fed up with high energy prices.

Sen. LOTT: They do complain vigorously about the price of gasoline, and even though it's falling they know full well it's going to spike back up again in the future, and probably continue to rise.

WELNA: But as long as energy prices keep falling, the Senate will likely remain a bottleneck for getting a national energy plan through Congress. David Welna, NPR News, the Capitol.

**ENERGY TOWN HALLS  
REGIONAL MEDIA COVERAGE**

**25051**

DOE024-2457

## Vice President Says Lower Prices Don't Mean Energy Crisis Is Over

By Frank Reeves

Pittsburgh Post-Gazette; Tuesday, July 17, 2001

Despite falling gas prices, an energy crisis continues to loom as "a storm cloud on the American economy," Vice President Dick Cheney warned during a visit here last night.

"We cannot continue to expand without abundant and affordable energy. It's been the foundation of our economy for 200 years," Cheney said during an invitation-only forum at the Boyce campus of the Community College of Allegheny County in Monroeville.

The forum -- dubbed a town meeting on energy -- was part of a daylong effort by the Bush administration to build support for the president's energy plan. Other top administration officials fanned across the country to build support for the plan.

Since Bush announced the plan in May, gasoline and natural gas prices have dropped. Even in California, where record electricity prices and local blackouts captured national headlines for months, wholesale prices for electricity have fallen to their lowest levels in more than a year.

Environmentalists have attacked the plan, saying it relies too much on nuclear power, would encourage gas and oil exploration in pristine wilderness areas and does little to encourage conservation and efficient uses of energy. They also contend that it would do little to encourage wind and solar power and other "green" technologies.

Cheney was joined last night by fellow Republicans Gov. Tom Ridge, U.S. Sens. Arlen Specter and Rick Santorum and U.S. Rep. Melissa Hart of Bradford Woods.

Cheney, suffering from laryngitis and sipping tea throughout the one-hour forum, left much of the defense of the president's proposals to his fellow Republicans.

"The plan ... rightly rejects the false choice that America must be either for energy or for conservation. President Bush recognizes that we must be for both," Ridge said.

Cheney drafted his communications director, Mary Matalin, to deliver the most comprehensive defense of the Bush program.

Matalin said the plan proposes "no short-term fixes or politics as usual." She said it recognizes the need to balance conservation with "conventional production." She said the plan also envisions using the latest high-tech solutions, including fuel-cell and clean-coal technologies.

Ridge's office, which assisted the White House in distributing tickets to the event, said it sought to assemble "a cross-section of Pennsylvanians interested in the [energy] issue," said spokesman Tom Charles.

But some environmentalists, such as John Hanger, who heads PennFuture, a Harrisburg-based environmental advocacy group, said they were not invited.

"It's their party. But it only demonstrates their lack of confidence in their ideas. They are not interested in a rigorous debate," Hanger said. "[The forum] looks like a political meeting of those sympathetic to the plan in the Republican party."

During the forum, Marilyn Skolnick of Monroeville, a Sierra Club of Pennsylvania member and former Port Authority board member, asked why, if nuclear power is as safe as the administration claims, Bush favors limiting nuclear power producers' liability in the event of accidents.

Cheney said without some protection from lawsuits, it is unlikely electric utilities will invest in nuclear power plants.

"If you are concerned about global warming, about carbon dioxide emissions, you should want more nuclear power plants," he said.

Cheney's office picked the first questioner, Dana Henry, head of the Indiana County Chamber of Commerce, who asked what the administration and business could do "as a team" to bring down gasoline prices.

Cheney said "there's not any silver bullet there" but offered suggestions ranging from reducing dependence on foreign oil to building more refineries. He said by standardizing various "boutique" gasolines -- formulated to meet different clean air standards in different cities -- the nation could reduce the chance of shortages that boost prices.

Cheney said that for the foreseeable future, the nation likely will remain dependent on petroleum for transportation.

The Associated Press contributed to this report.

## Cheney sells energy plan

By David M. Brown  
PITTSBURGH TRIBUNE-REVIEW  
7/16/01

Vice President Dick Cheney said Monday night the United States needs comprehensive solutions to its complex energy issues.

"There is not one silver bullet," Cheney said during a nationally televised town hall meeting on energy staged in Monroeville.

He didn't let reports of falling gasoline prices deflate his fervor for the Bush administration's long-range energy plan, saying that unless such a plan is adopted, U.S. dependence on petroleum imports will accelerate rapidly in the near future.

"We will be subject to control of prices by someone who doesn't wish us well," Cheney warned.

His event last night at the Boyce Campus of the Community College of Allegheny County was part of a major White House push that included Cabinet members fanning out across the nation for similar sessions.

He called for construction of more domestic refineries and a more cautious approach to seeking imported petroleum products, including increased business with oil-producing nations that are not aligned with OPEC.

"In the final analysis, the price depends on supply," he said. "If we don't have the refineries in place, periodically we will have gasoline that is \$1.75 a gallon."

Cheney said nuclear power can produce "an abundant supply of good, clean electricity" but utility companies are reluctant to invest in it until regulatory problems and waste disposal questions are addressed.

Cheney, who headed the committee that drafted the energy plan now working its way through Congress, predicted a favorable bill will be adopted later this year.

Bush's proposal seeks a national energy policy that will increase U.S. production of oil, gas, coal and nuclear power. Some critics of the plan used recent falling gasoline prices to question whether an "energy crisis" exists and to challenge the White House's strategy.

Cheney was joined by fellow Republicans Gov. Tom Ridge, U.S. Sens. Rick Santorum and Arlen Specter, and U.S. Rep. Melissa Hart.

Santorum, of Penn Hills, scoffed at a newspaper headline yesterday which he said

declared the energy crisis was over.

"Manufacturing has been flat on its back and declining for the last 18 months because of the energy crisis - you ask them whether there is an energy crisis," Santorum said.

Santorum likened a dip in gasoline prices to a lull in a storm and he criticized Senate Democrats for not addressing the energy issue.

The invitation-only event - broadcast by C-Span - was conducted in the campus gymnasium, packed with more than 200 attendees.

At the entrance, an estimated 70 demonstrators carried signs and joined in chants protesting the energy proposal. A Sierra Club banner read: "Clean Energy not Polluted Power."

Cheney, who had been battling laryngitis during the day, asked his chief political adviser, Mary Matalin, to deliver opening remarks. His voice was strained when he did speak.

Matalin said Bush and Cheney, while campaigning last year, perceived future energy shortages as a gathering storm - "This problem, challenge, crisis, whatever you want to call it."

The lack of a comprehensive energy policy would drain an estimated \$600 billion from the economy over the next 20 years, she said.

"There can't be any short-term fixes," she said.

Rebuffing critics who say a new surge of production could harm the environment, Matalin said the White House proposal "really improves and accelerates our environmental protection."

"Fortunately, now we see the prices going down a little bit," Hart said.

But with the consumption of traditional fuels expected to soar over the next two decades, continued U.S. prosperity depends on a successful comprehensive energy plan, she said.

Hart said the nation should invest research money not only in alternative fuels but also in using traditional fuels in different ways.

Specter praised the Bush administration for earmarking millions of dollars for research of clean-burning coal, adding that the billions of tons of coal in the United States could help make the nation less energy-dependent.

Ridge said the Bush plan was "not just about energy. It's about leadership."

"It's not about false choices," Ridge said. "We need to conserve, and we need to

produce."

This was Cheney's first visit to Pennsylvania since he and Bush took office in January. He appeared earlier yesterday in Philadelphia at the annual meeting of the National Association of Counties.

111

## Protesters criticize energy proposal

By Marc Lukasiak  
PITTSBURGH TRIBUNE-REVIEW  
7/17/01

For the past week John Flowers has slept in a trailer that uses the sun to keep his drinks cold and his lights bright as he worked his way down the East Coast from Maine.

On Monday, he parked the solar-powered trailer in Market Square during a morning rally at which about three dozen environmentalists and passersby condemned the Bush administration's energy plan.

They said it focuses too much on "old, dirty" energy sources such as oil and coal and ignores renewable and cheaper energy sources such as the sun and wind.

"It's all here, it's all ready and it works," said Flowers, a project manager for the National Environmental Trust, as he clicked on a compact fluorescent light bulb inside the trailer that he said uses a quarter as much electricity as an incandescent bulb.

The trust is a Washington D.C.-based group sponsoring the America's Energy Future Tour, which features the solar-powered trailer that is accompanied by a Toyota Prius, a car powered by electricity and gasoline that gets 52 miles per gallon.

Flowers is leading the tour through 30 cities this summer and was in Concord, N.H., on Thursday for his third stop when he heard Vice President Dick Cheney would be holding a town meeting in Monroeville to discuss the new national energy policy. He added Pittsburgh to his itinerary.

David Hughes, executive director of Citizen Power, an energy advocacy group in western Pennsylvania, said during the rally that the Bush plan increases spending on fossil fuels but hedges when it comes to renewable energy. He said the plan pays lip service to the importance of conservation and renewable energy while cutting funding for such energy sources by 29 percent.

"Don't be fooled by the rhetoric," Hughes said. "It's a supply-and-demand issue. They're proposing all supply-side solutions, but there's not an energy crisis."

Other environmentalists at the rally blamed the Bush administration for crafting an energy policy without inviting them to the table.

"It was proposed as a town meeting," said Morgan Sheets, the local campaign director for Pennsylvania's Public Interest Research Group. "It was a 250-person, invitation-only meeting. That is not a town meeting. They're not allowing us to ask questions or make suggestions."

One woman walking through Market Square happened upon the rally and said the points raised by the environmentalists make sense to her.

"Obviously, Bush is thinking with his wallet," said Victoria Hammoud, 40, of Millvale. "I recycle everything. I'm a conscious consumer."

## **Bush's energy plan hard to sell**

By Rick Wills  
PITTSBURGH TRIBUNE-REVIEW  
Tuesday, July 17, 2001

Six months ago, heating bills caused rage and high blood pressure. Two months ago, soaring gasoline prices angered motorists.

Now natural gas prices are down. And the comprehensive Lundberg Survey that tracks gasoline prices just reported that average prices fell 13 cents over the past several weeks.

Most people are relatively happy about energy costs, at least today.

And that makes the task of Vice President Dick Cheney, who was in Pittsburgh on Monday for a town hall meeting to sell the Bush administration's energy plan, more difficult than it would have been not long ago.

Western Pennsylvania should be receptive to Bush's energy proposals. The area was the site of the world's first oil boom and is among the nation's largest coal-producing regions. In the 1950s, Westinghouse Electric Corp. played a significant role in developing nuclear power for the Navy.

Yet public opinion here generally mirrors the mixed reaction the plan has received throughout the nation - with a few parochial exceptions, such as the region's strong support for the coal industry, which is anathema to environmentalists.

"Earlier this year, price spikes - both with gasoline and natural gas - created concern," said Cliff Shannon, president of the SMC Business Council, which represents some 5,000 small businesses in the region.

But, Shannon said, "People have short memories, and better prices make the president's energy plan a harder sell."

The Bush plan calls for increased reliance on coal and, for the first time in two decades, nuclear power. It also calls for more overall production of fossil fuels. Perhaps the plan's most controversial proposal calls for oil drilling in Alaska's Arctic National Wildlife Refuge.

So far, the plan has evoked a divided - if somewhat predictable - response. To some extent, business favors it. Some business leaders, however, are not convinced of the need.

"Drilling in Alaska is like a poster child for extremists," Shannon said. "Alaska is diverting attention from this plan, which really is one of prudent moderation."

Bush's proposals have drawn the ire of environmental groups in Pennsylvania. And some opinion polls suggest that many members of the public think the plan is little more than payback for big business.

"This is a plan that tries to get people to consume more energy," said David Hughes, the director of Citizen Power, a utility watchdog group in Pittsburgh.

Hughes, a longtime environmental advocate, expressed dismay about being denied admission to the Cheney town hall meeting. Tickets for the meeting were distributed by the offices of Gov. Tom Ridge, U.S. Sen. Rick Santorum of Penn Hills, and U.S. Rep. Melissa Hart of Bradford Woods. All the politicians attending the event were Republicans.

"This is not a town meeting at all - they are rigging admission," said Hughes, who along with other environmental advocates staged protests of the Cheney visit.

Until recently, coal and nuclear power have been moribund industries.

Now, for the first time in more than two decades, Pennsylvania's coal industry is flourishing, said George Ellis, director of the Pennsylvania Coal Association.

And, Ellis said, "Coal has to be at the top of the list to solve the country's energy problems.

Pennsylvania is the nation's fourth-largest coal producer, and most of the mining takes place in the state's western reaches where the industry employs about 7,500 people. Some 60 percent of the state's electric power is generated by coal-fired plants, which the coal association says is higher than the national average of 52 percent.

Despite its grimy image, coal is now a clean energy source that pollutes at a fraction of the level it did as recently as the 1970s, Ellis said.

Coal also is abundant and cheap, a claim that advocates of nuclear power also use to tout their industry.

PennPIRG, a public interest advocacy group, claims exactly the opposite - not only about nuclear power and coal, but about the entire Bush plan.

"The Bush plan is dirty, dangerous and does not deliver for consumers," said Beth McConnell, PennPIRG's clean air and energy advocate.

Coal is less dirty than it was, said McConnell. "But it is still dirty."

McConnell said that Pennsylvania runs little risk of an acute energy crisis like California's. The Commonwealth is already the country's second-largest exporter of power and faces no prospect of a shortage.

But she said Pennsylvania has one of the highest rates of respiratory illness in the country, adding, "This stems from the heavy use of coal power plants."

PennPIRG cites several power plants near Pittsburgh - among them the Conemaugh Plant in Indiana County, the Cheswick plant in Allegheny County and the Keystone Power Plant in Armstrong County - as among the state's dirtiest.

Instead of emphasizing development of fossil fuel industries, as the Bush plan does, McConnell favors renewable energy projects such as Pennsylvania's two windpower farms in Somerset and Fayette counties.

Many environmentalists accuse the Bush administration of exaggerating the extent of an energy shortage so that stringent environmental regulations developed over 30 years can be gutted.

"In fact, there is no energy crisis - the real crisis is an environmental crisis," said John Hanger, president of environmental group PennFuture and a former member of the state's Public Utility Commission.

Others, however, deride the environmental movement's emphasis on renewable energy and conservation.

"Wind and solar power are simply not developed sources of energy," said Dick Green, a political analyst who worked for former Republican Gov. Dick Thornburgh.

"The problem with many environmentalists is that they just say no to everything," he said.

## **Environmental groups argue relying on fossil fuels is a mistake**

Critics call Bush plan dirty, dangerous

By Don Hopey, Post-Gazette Staff Writer

PITTSBURGH POST-GAZETTE

Tuesday, July 17, 2001

The 25-foot-long, silver bullet-shaped Airstream trailer parked along a curb in Market Square yesterday morning looked like the summer vacation home of a family that had lost its way. In fact, it was a stainless steel example of alternative, energy-efficient technologies and a backdrop to the start of daylong protests by environmental and public health groups against the appearance in Monroeville of Vice President Dick Cheney and a Bush administration energy plan they say has taken a wrong turn.

"The Bush energy plan is dirty, dangerous and doesn't deliver for the consumer. It does nothing to address either high gasoline prices or rising utility bills," Morgan Sheets, energy campaign director for the Pennsylvania Public Interest Research Group, told a morning crowd of about 50 people that assembled near the Airstream.

The Downtown appearance of the round-shouldered, classically aerodynamic trailer, retrofitted by the National Environmental Trust with eight rooftop, solar panels that power its computer, lights, air conditioning and refrigerator-freezer, was the trailer's fourth stop on a 27-city nationwide tour that began last week in Maine.

It was timed to coincide with Cheney's visit, part of the administration's efforts to promote its energy plan through a series of photo opportunities and by-invitation-only town meetings in 20 cities yesterday. Other boosters speaking for the plan included U.S. Transportation Secretary Norman Mineta in Cleveland, Energy Secretary Spencer Abraham in Chicago and Interior Secretary Gale Norton in South Dakota.

Sheets called on U.S. Rep. Melissa Hart, R-Bradford Woods, who appeared with Cheney, U.S. Sens. Rick Santorum and Arlen Specter, R-Pa., and Gov. Tom Ridge on the Boyce Campus of Allegheny County Community College, to co-sponsor a vehicle fuel efficiency bill that would raise the miles per gallon minimum to 30.

"That could save consumers \$60 million at the pumps and each year save more than 15 times the amount of oil under Alaska's Arctic National Wildlife Refuge, where the administration wants to drill," Sheets said.

John Hanger, a former member of the Pennsylvania Public Utility Commission and president of PennFuture, a statewide environmental group, challenged the administration's claims of an energy crisis and said its energy plan props up old, pollution-causing energy sources — coal, oil and nuclear — while slashing funding for cleaner, renewable energy like wind, solar and fuel cell technology.

"Worst of all, the plan shortchanges the fastest, surest and cleanest way to prevent any future energy crisis and today's environmental crisis -- conservation and energy efficiency," Hanger said.

Bush's energy plan calls for a 29 percent cut for 2002 in energy efficiency research, development and deployment programs conducted by the Department of Energy.

Jonathan Sinker, a policy analyst with the Clean Air Council, said the Bush energy plan "pays lip service" to alternative energy source development but only commits funding increases to fossil fuel production, including support for oil, coal and gas exploration in environmentally sensitive areas.

"The answer to the United States energy needs lies in energy efficiency and clean, renewable energy," Sinker said. "Having an energy policy that relies on fossil fuel is a giant step backward for the United States."

As part of their campaign against the Bush energy plan, the environmental groups ran television commercials throughout the day in Pittsburgh and other cities and staged a demonstration at the site of Cheney's speech.

PennFuture also paid for an airplane to trail a banner saying, "Conservation works big time," while circling the community college campus. But late yesterday afternoon, federal officials restricted the airspace over the vice president's meeting site, so the plane flew its message over Downtown between 6 and 7 p.m.

## **VP wants more, cleaner power**

Wife speaks to Counties Association

By RAMONA SMITH  
Philadelphia Daily News  
7/17/01

Vice President Dick Cheney wants more. More power plants, more refineries, more drilling in search of gas and oil.

But he also wants more conservation, more efficiency and more advanced technologies to make energy cleaner, Cheney yesterday told county officials from across the country at the Pennsylvania Convention Center.

Actually, the vice president didn't say a thing. He was silenced by laryngitis.

"He woke up this morning sort of croaking and making some noises, but you really couldn't call it talking," said wife Lynne, who accompanied him to the podium, kissed him and then delivered his speech.

Lynne Cheney, a polished speaker and former chair of the National Endowment for the Humanities, sounded the Bush administration mantra that more energy and a better environment can co-exist.

"President Bush and the vice president do not accept the false choice between more energy and a safer environment," Cheney told the National Association of Counties. Meanwhile, a knot of demonstrators gathered at 12th and Arch streets with signs such as "Got Asthma? Ask Bush" and "Clean Energy Solutions, Not More Pollution." One man wore caribou antlers and a sign, "Arctic National Wildlife Refuge - Don't Drill It."

Inside the center, about 100 conference-goers signed on to a letter urging Cheney to "support a balanced, clean energy plan" and voicing concerns that the administration's planned steps could mean dirtier air, increased oil drilling in sensitive environments, a cut in funding for renewable energy and expanded nuclear power.

Cheney, the president's point man on energy, maintains that a balanced energy plan is exactly what the administration wants.

Lynne Cheney said he and Bush were moving to deal with many energy issues, including expanding the nation's aging power grid to prevent future blackouts. Cheney's report to the county officials stressed the "important changes over the first six months of this presidency." Among them: a tax cut; a growing focus on Social Security, and efforts to boost education across the country. "We are today on the verge of the most significant public school reforms in the last 35 years," he said.

Cheney drew repeated applause when she touted the value of "local control" by government officials.

Though school accountability would increase under the administration plan, "schools will have less dictation from Washington, and more cooperation," she said.

From Philadelphia, the Cheney's were to go on to a town meeting in Monroeville, near Pittsburgh, where the environmental group PennFuture blasted the Bush administration energy plan earlier in the day.

"The Cheney plan would increase pollution, despoil the environment, threaten public health and accelerate global warming," said John Hanger, president of the group and a former member of the state Public Utility Commission. \*

## Cheney Visits Monroeville

Reported by Newlin Archinal -- 7/16/01  
Chanel 11 - NBC Pittsburgh

Vice President Dick Cheney will be in Monroeville at 7:00 tonight to promote President Bush's energy plan.

But this morning, protestors will stage a demonstration against the policy at Market Square. The protestors say the energy plan isn't an acceptable plan for the environment.

Today President Bush acknowledged his energy plan is proving to be a tough sell, especially now that gas prices are dropping.

The plan calls for new sources of coal, natural gas and oil and says it's necessary to build more power plants and electricity transmission lines.

But some environmental activists say good fuel alternatives are already out there and to spread the word, they rallied in downtown Pittsburgh this morning.

A solar-powered trailer complete with a computer and air conditioning; some of the alternatives environmentalists think should be included in President Bush's energy plan.

No more old energy sources. That was the message of an energy rally this morning in Market Square, where local consumer advocates and environmentalists talked to a small crowd and tried to dim the highlights of the Bush energy plan.

Instead of new coal and oil production, environmentalists would like to see a bigger emphasis on energy conservation.

Things like more efficient light bulbs, a hybrid car that is now on the market gets more than 40 miles to the gallon.

Experts say that alone could save consumers millions and reduce demands on the environment.

All points that caught the attention of William Hicks, a Homewood native. His heating bill last winter was a first in many ways.

Hicks says, "I had to do something I never did before, I had to go to the crisis center for assistance. \$800 for a heating bill is ridiculous."

Consumer concerns some advocates would like to address at tonight's town hall meeting, but may not be given the opportunity.

David Hughes, Citizen Power, says, "I am the leading energy advocate in western Pennsylvania for 20 years and I am not invited and could not get a ticket to."

No in with the vice president; but maybe an in with the consumer who will be watching the wheels of change.

Hybrid cars or not, ultimately it's an issue that will be decided by voters who may be voting with their wallet.

Here are more details on the energy situation this summer.

Gas prices are actually falling, dropping 13-cents in the past three weeks.

The average price for a gallon of regular gas is now at \$1.46. Mid-grade prices average at \$1.57. And \$1.66 for premium gas.

Those prices are actually less than they were a year ago.

## **Cheney Holds Monroeville Town Hall Meeting** VP Hampered By Laryngitis

WTAE-TV - PITTSBURGH

MONROEVILLE, Pa., 1:40 a.m. EDT July 17, 2001 -- Vice President Dick Cheney held a town hall meeting Monday night in Monroeville to discuss the Bush administration's energy plan.

The vice president was joined by U.S. Sen. Rick Santorum, U.S. Rep. Melissa Hart and Gov. Tom Ridge at the Boyce Campus gymnasium of the Community College of Allegheny County.

Republican Gov. Tom Ridge, a Bush ally, selected the 250 audience members, though Ridge spokesman Tom Charles said that the crowd represented a wide array of views, including at least two environmentalists.

Cheney's office hand-picked the first questioner -- the head of a local Chamber of Commerce, who asked what the administration and business leaders could do "as a team" to bring down gasoline prices.

Cheney offered a prescription that included reducing foreign dependence on oil and building more refineries. But, he said, "There's not any one silver bullet there."

Cheney nursed his throat with hot tea all day, and his voice held out as he fielded nine questions over a half-hour. Cheney was to address a convention of county officials in Philadelphia Monday afternoon. However, he told reporters as he boarded his plane that he had come down with laryngitis. His wife, Lynne, delivered his remarks in Philadelphia.

Outside the Community College of Allegheny County, about 70 demonstrators chanted, "Clean solutions, not pollution!" in protest against the administration plan.

"Nuclear power is not safe, not clean, not reliable, not cheap and not sustainable," said Judith Johnsrud, vice chairwoman of the Pennsylvania Sierra Club. "We don't want any more Three Mile Islands in Pennsylvania."

The meeting highlighted the White House's push to explain its desire to accelerate oil and gas drilling and to build coal- and nuclear-fueled power plants. The meeting is among six hosted by Cabinet members throughout the country on Monday.

The House and Senate both have voted against the administration recently, banning coal mining and oil and gas drilling on federally protected land.

President Bush warned against complacency in the face of falling gas prices Monday.

"I think anytime there's not an immediate problem that's apparent to people, it's tough to convince people to think long-term," Bush told reporters in the Oval Office as he plugged the energy plan. "But it's clear there are warning signs" of a crisis, he said.

In May, Bush announced his plan of more than 100 proposals.

He said it starts with conservation efforts. He called on everyone to be conscious of our energy consumption. He spoke of future cars and homes that will rely on different energy sources.

"This dam is a symbol of the new age of environmental possibilities," said Bush. "It's powering Pennsylvania's economy, while at the same time, restoring Pennsylvania

wildlife. It goes to show that economic growth and a good environmental policy do not have to be zero sum. It doesn't have to be either/or."

Opposition to the plan was heard Monday. The Pennsylvania Public Interest Research Group planned a Downtown rally in Market Square to denounce the plan as "dirty and dangerous."

The group planned to use a 12-foot inflatable oil derrick to show the Bush administration plan focuses on oil exploration instead of conservation.

The protestors said that the plan is dirty, dangerous and doesn't deliver for consumers, WTAE-TV's Michelle Wright reports.

They also said that it overlooks clean, safe and affordable means of renewable energy and that there is no real energy crisis.

"They want you to think there's a crisis so they can justify the reliance on outdated, dangerous technologies," said David Hughes, executive director of a group called Citizen Power. "The American people are not fooled."

Another protestor, John Flowers of the National Environmental Trust, said that renewable power is the direction America's energy plan should go in the future. He backed it up by presenting a compact fluorescent light bulb.

"This is energy efficiency in action," he said. "It only uses 20 watts of electricity. Compared to a regular bulb, it's even much brighter. (A regular bulb) is four times the power, money, pollution and four times the pollution at the plant."

## Norton sells energy plan in S.D.

By PETER HARRIMAN  
THE SOUTX FALLS ARGUS LEADER  
Tuesday, July 17, 2001

Promising future for ethanol, wind, she says

In the heartland of ethanol and wind power, Department of the Interior Secretary Gale Norton said Monday that new technology will eventually give alternative energy sources a prominent place in a national energy plan.

But in the near term, expanding domestic production of traditional energy sources such as natural gas, coal and oil is the primary way to meet the nation's rapidly growing energy needs.

"Today, we do rely on hydrocarbons," Norton said. "There are a number of things in the works. But you can't say that (beginning) tomorrow, we will not use current technologies."

Norton and Rep. John Thune addressed a town meeting on energy policy that drew about 200 people to the Augustana College Mortenson Theatre. Her appearance was one of several across the country by President Bush's cabinet officials designed to build support for his proposals.

The most divisive proposal for expanding domestic oil production is Bush's goal to open the Arctic National Wildlife Refuge to commercial drilling. Norton said that, in an area in Alaska the size of South Carolina, such drilling operations "would have a surface impact of 2,000 acres."

About a half-dozen members of the East River Chapter of the Sierra Club were at the meeting. They were disappointed by Norton's dismissal of the environmental impacts of oil exploration in the arctic refuge.

"I would like to see her tell me why they have to drill in the Arctic Refuge," Scott Hed of Sioux Falls said afterward. "Ninety-five percent of the North Slope is already available to oil development."

In response to criticism that the arctic refuge oil supply would fuel the United States for only six months, Norton said, "That's a large amount of energy, and we believe there is far more than that."

Whatever amount of oil is available in the arctic refuge, she envisioned it being extracted over a 30-year period and said that would extend the useful lifetime of the pumps and pipeline built to handle Alaskan oil.

"It would keep the same amount of oil coming from the North Slope that we have today."

#### Alternative energy

Norton said the Bush administration seeks to spur the development of alternative energy sources with tax incentives.

"It will encourage technology to move in that direction," she said. "This will give consumers an incentive to move away from oil."

Thune said Bush is committed to helping alternative energy sources compete against entrenched coal, gas and oil industries and planned to spend \$1 billion developing solar energy and \$4.3 billion developing fuel cell technology, as well as continuing an ethanol tax rebate.

Norton, too had encouragement for ethanol producers.

"I'm hopeful there will be a significant opportunity for the ethanol industry. It's on line, and it's moving into being a real force in the energy market," she said.

South Dakota has three ethanol plants operating and six more in various stages of development. The state also has three wind energy projects in development, including one by Clipper Windpower of California, which wants to put 2,000 wind turbines in central South Dakota. That project could be the world's largest when completed.

Responding to interest in such efforts, the federal government this fall will conduct a survey on potential wind, geothermal and solar development on federal land, Norton said.

While the nation is in a cycle of building new gas-fired power plants, improving the efficiency of hydropower at existing dams by retooling turbines, adding new turbines and dredging sediment behind dams can also significantly increase the U.S. power supply, she said.

In addition, nuclear power may have a resurgence. Currently it provides about 20 percent of the nation's electricity. But because no long-term solution for handling nuclear waste yet exists, no new nuclear plants are being developed.

"That seriously ought to be part of the debate on energy," Norton said.

In the next 10 years, U.S. demand for oil is expected to increase 33 percent, natural gas 50 percent and electricity 45 percent, Norton said. An additional complicating factor is that the grid of electrical transmission lines and pipelines for moving that energy "is circa 1950s."

## Cheney Holds Monroeville Town Hall Meeting

VP Hampered By Laryngitis

WTAE-TV - PITTSBURGH

MONROEVILLE, Pa., 1:40 a.m. EDT July 17, 2001 -- Vice President Dick Cheney held a town hall meeting Monday night in Monroeville to discuss the Bush administration's energy plan.

The vice president was joined by U.S. Sen. Rick Santorum, U.S. Rep. Melissa Hart and Gov. Tom Ridge at the Boyce Campus gymnasium of the Community College of Allegheny County.

Republican Gov. Tom Ridge, a Bush ally, selected the 250 audience members, though Ridge spokesman Tom Charles said that the crowd represented a wide array of views, including at least two environmentalists.

Cheney's office hand-picked the first questioner -- the head of a local Chamber of Commerce, who asked what the administration and business leaders could do "as a team" to bring down gasoline prices.

Cheney offered a prescription that included reducing foreign dependence on oil and building more refineries. But, he said, "There's not any one silver bullet there."

Cheney nursed his throat with hot tea all day, and his voice held out as he fielded nine questions over a half-hour. Cheney was to address a convention of county officials in Philadelphia Monday afternoon. However, he told reporters as he boarded his plane that he had come down with laryngitis. His wife, Lynne, delivered his remarks in Philadelphia.

Outside the Community College of Allegheny County, about 70 demonstrators chanted, "Clean solutions, not pollution!" in protest against the administration plan.

"Nuclear power is not safe, not clean, not reliable, not cheap and not sustainable," said Judith Johnsrud, vice chairwoman of the Pennsylvania Sierra Club. "We don't want any more Three Mile Islands in Pennsylvania."

The meeting highlighted the White House's push to explain its desire to accelerate oil and gas drilling and to build coal- and nuclear-fueled power plants. The meeting is among six hosted by Cabinet members throughout the country on Monday.

The House and Senate both have voted against the administration recently, banning coal mining and oil and gas drilling on federally protected land.

President Bush warned against complacency in the face of falling gas prices Monday.

"I think anytime there's not an immediate problem that's apparent to people, it's tough to convince people to think long-term," Bush told reporters in the Oval Office as he plugged the energy plan. "But it's clear there are warning signs" of a crisis, he said.

In May, Bush announced his plan of more than 100 proposals.

He said it starts with conservation efforts. He called on everyone to be conscious of our energy consumption. He spoke of future cars and homes that will rely on different energy sources.

"This dam is a symbol of the new age of environmental possibilities," said Bush. "It's powering Pennsylvania's economy, while at the same time, restoring Pennsylvania

wildlife. It goes to show that economic growth and a good environmental policy do not have to be zero sum. It doesn't have to be either/or."

Opposition to the plan was heard Monday. The Pennsylvania Public Interest Research Group planned a Downtown rally in Market Square to denounce the plan as "dirty and dangerous."

The group planned to use a 12-foot inflatable oil derrick to show the Bush administration plan focuses on oil exploration instead of conservation.

The protestors said that the plan is dirty, dangerous and doesn't deliver for consumers, WTAE-TV's Michelle Wright reports.

They also said that it overlooks clean, safe and affordable means of renewable energy and that there is no real energy crisis.

"They want you to think there's a crisis so they can justify the reliance on outdated, dangerous technologies," said David Hughes, executive director of a group called Citizen Power. "The American people are not fooled."

Another protestor, John Flowers of the National Environmental Trust, said that renewable power is the direction America's energy plan should go in the future. He backed it up by presenting a compact fluorescent light bulb.

"This is energy efficiency in action," he said. "It only uses 20 watts of electricity.

Compared to a regular bulb, it's even much brighter. (A regular bulb) is four times the power, money, pollution and four times the pollution at the plant."

## **Norton sells energy plan in S.D.**

By PETER HARRIMAN  
THE SOUX FALLS ARGUS LEADER  
Tuesday, July 17, 2001

Promising future for ethanol, wind, she says

In the heartland of ethanol and wind power, Department of the Interior Secretary Gale Norton said Monday that new technology will eventually give alternative energy sources a prominent place in a national energy plan.

But in the near term, expanding domestic production of traditional energy sources such as natural gas, coal and oil is the primary way to meet the nation's rapidly growing energy needs.

"Today, we do rely on hydrocarbons," Norton said. "There are a number of things in the works. But you can't say that (beginning) tomorrow, we will not use current technologies."

Norton and Rep. John Thune addressed a town meeting on energy policy that drew about 200 people to the Augustana College Mortenson Theatre. Her appearance was one of several across the country by President Bush's cabinet officials designed to build support for his proposals.

The most divisive proposal for expanding domestic oil production is Bush's goal to open the Arctic National Wildlife Refuge to commercial drilling. Norton said that, in an area in Alaska the size of South Carolina, such drilling operations "would have a surface impact of 2,000 acres."

About a half-dozen members of the East River Chapter of the Sierra Club were at the meeting. They were disappointed by Norton's dismissal of the environmental impacts of oil exploration in the arctic refuge.

"I would like to see her tell me why they have to drill in the Arctic Refuge," Scott Hed of Sioux Falls said afterward. "Ninety-five percent of the North Slope is already available to oil development."

In response to criticism that the arctic refuge oil supply would fuel the United States for only six months, Norton said, "That's a large amount of energy, and we believe there is far more than that."

Whatever amount of oil is available in the arctic refuge, she envisioned it being extracted over a 30-year period and said that would extend the useful lifetime of the pumps and pipeline built to handle Alaskan oil.

"It would keep the same amount of oil coming from the North Slope that we have today."

#### Alternative energy

Norton said the Bush administration seeks to spur the development of alternative energy sources with tax incentives.

"It will encourage technology to move in that direction," she said. "This will give consumers an incentive to move away from oil."

Thune said Bush is committed to helping alternative energy sources compete against entrenched coal, gas and oil industries and planned to spend \$1 billion developing solar energy and \$4.3 billion developing fuel cell technology, as well as continuing an ethanol tax rebate.

Norton, too had encouragement for ethanol producers.

"I'm hopeful there will be a significant opportunity for the ethanol industry. It's on line, and it's moving into being a real force in the energy market," she said.

South Dakota has three ethanol plants operating and six more in various stages of development. The state also has three wind energy projects in development, including one by Clipper Windpower of California, which wants to put 2,000 wind turbines in central South Dakota. That project could be the world's largest when completed.

Responding to interest in such efforts, the federal government this fall will conduct a survey on potential wind, geothermal and solar development on federal land, Norton said.

While the nation is in a cycle of building new gas-fired power plants, improving the efficiency of hydropower at existing dams by retooling turbines, adding new turbines and dredging sediment behind dams can also significantly increase the U.S. power supply, she said.

In addition, nuclear power may have a resurgence. Currently it provides about 20 percent of the nation's electricity. But because no long-term solution for handling nuclear waste yet exists, no new nuclear plants are being developed.

"That seriously ought to be part of the debate on energy," Norton said.

In the next 10 years, U.S. demand for oil is expected to increase 33 percent, natural gas 50 percent and electricity 45 percent, Norton said. An additional complicating factor is that the grid of electrical transmission lines and pipelines for moving that energy "is circa 1950s."

"That's one of the areas we really need to upgrade," she said.

The Federal Energy Regulatory Commission may gain new authority to expedite environmental reviews to build new energy transmission systems in the Bush administration, Norton said.

#### DM&E impact

Any precedent established there probably won't have much impact on South Dakota's biggest potential construction project, however.

The Dakota Minnesota & Eastern Railroad's plan to rebuild its line across Minnesota and South Dakota and extend it to Wyoming's Powder River Basin coal mines is involved in an extensive environmental review. DM&E CEO Kevin Schieffer, who attended the town meeting, felt there was no link between efforts by the Bush administration to fast-track a new power grid and his own railroad expansion, though.

"If we have to wait until they get that figured out, we're in big trouble," he said.

In the town meeting, Norton was asked about the role of conservation in the Bush energy plan.

"The conservation issue is something we can do and something we take seriously," she said. But she added, "The conservation effort is like going on a diet. You're enthused initially, but then you slack off."

Thune added that Congress has a role in changing a national culture of "complacency and apathy" where energy conservation is concerned.

"We don't know what it is like to do without. We have everything. We don't know what it is like to conserve," he said.

#### Foreign dependence

Norton fielded an audience question that went to the heart of whether protecting the environment or developing its natural resources ought to be the highest priority of the Bush administration.

"What benefits will my grandchildren get from this plan?" she was asked. "I see nothing from it they will inherit but a dirty environment and nuclear waste that will be around for 1,000 years."

She replied that "with 21st century technology, we can find energy and protect the environment."

Thune, though, sought to lend urgency to the effort to increase domestic energy production, especially oil. On the theater stage, he and Norton stood before a series of large charts. One pointed to the huge increase in oil imports since 1973 that has the U.S. importing 10.5 million barrels daily.

He said that with the Bush energy plan, succeeding generations of Americans will inherit "a free country." Without such an effort to reduce the U.S. dependence on foreign oil, he said, "If you want to have Saddam Hussein as Secretary of Energy in America, that's what's going to happen."

## **Bush advisers try to fire up nation over energy policies**

By Stephen Koff and John C. Kuehner  
THE CLEVELAND PLAIN DEALER  
Tuesday, July 17, 2001

Washington

- With the White House declaring that the nation is "not out of the woods," the Bush Cabinet fanned out to the heartland yesterday to promote a policy of oil and gas exploration, production and conservation.

Transportation Secretary Norman Mineta participated by touring the Rockwell Automation plant in Euclid, where workers demonstrated a prototype of a superconducting, energy-conserving motor. Under development since 1996, the large motor could be used in five to 10 years to run refinery pumps, power plant fans and drive ships.

"With so many potential applications, this motor serves as an excellent example of a new era in America," Mineta said.

Vice President Dick Cheney went to Philadelphia and Monroeville, Pa., near Pittsburgh, to talk about energy, though he was hampered by a bout of laryngitis. His wife, Lynne, delivered the Philadelphia speech.

Also carrying energy messages were Interior Secretary Gale Norton, in Sioux Falls, S.D.; Commerce Secretary Don Evans in Monroe, N.C.; Environmental Protection Agency Administrator Christie Whitman in Old Lyme, Conn.; and Energy Secretary Spencer Abraham in Argonne, Ill.

Gasoline prices have been falling, new electric supplies have been added in California and demand for relief from Washington has softened somewhat. But White House spokesman Ari Fleischer said the energy markets, dependent on foreign oil, remained volatile.

"We still are not out of the woods," he said.

Politically, Bush's energy proposals face several challenges.

The House and Senate have voted to block new coal mining and oil and gas drilling in land designated as national monuments, signaling resistance to Bush's proposal to open the Arctic National Wildlife Refuge to oil and gas drilling.

Although the House Resources Committee might vote this week on Arctic drilling, Senate leaders have vowed to block it.

Senate Minority Leader Trent Lott acknowledged yesterday that there is no commitment "as to when we would take up an energy policy bill."

House members, meantime, have voted to ban oil and gas exploration in the Great Lakes and off Florida's Gulf coast.

Conservation is one area where lawmakers appear to be reaching consensus. Last week, a House energy subcommittee approved a measure requiring more fuel-efficient sport utility vehicles and light trucks.

Environmentalists suggested that yesterday's energy events were displays of hypocrisy.

Bush's proposed budget for next year called for cutting 29 percent from the Department of Energy's energy-efficiency research and development programs, said Christine Patronik-Holder of the Safe Energy Communication Council.

Those programs had provided \$10.2 million to help develop Rockwell's energy-saving motor.

A House committee restored Bush's cuts, and the president subsequently said he would work with the House to fund conservation and efficiency research.

Washington bureau reporter Sabrina Eaton contributed to this report.

## Energy Plan Defended

By Al Lara  
THE HARTFORD COURANT  
July 17, 2001

Defending the Bush energy plan in Old Lyme Monday, the nation's environmental chief urged the public to face the reality of the nation's energy needs and warned against complacency caused by ample gasoline supplies and lower prices this summer.

"While no rolling blackouts may be part of the reality here right now, they could be here in the near future," said Environmental Protection Agency Administrator Christie Whitman.

Whitman was among a half-dozen high-ranking Bush administration officials and a squad of sympathetic lawmakers who fanned out across the country Monday to try to keep Bush's energy plan - once on the fast track but slowed by several factors - moving forward.

The EPA chief spoke to an assembly of invited guests at the state Department of Environmental Protection's marine fisheries division headquarters in Old Lyme. The group included municipal leaders, and representatives of manufacturing and the energy industry. During an outdoor press conference after her address, Whitman spoke over a solar-powered microphone against the backdrop of a salt marsh replete with sea grasses and lily pads.

That didn't impress two dozen protesters, who chanted a short distance away and waved signs, banners - even a giant inflatable sport utility vehicle - urging energy conservation.

They were even less impressed when Whitman herself arrived at the facility in a hulking SUV.

Whitman, Vice President Dick Cheney and other administration officials hit the road Monday to stump for an energy plan hobbled by the loss of a Republican majority in the Senate, a diminished urgency resulting from the failure of an energy crisis to emerge this summer and a nearly universal opposition by environmentalists.

The president's plan calls for increased drilling and mining of fossil fuels, the construction of new coal- and oil-burning plants, incentives for the construction of new nuclear-power plants, as well as tax credits and funding for research into renewable energy sources such as wind and solar power.

The Lundberg Survey of about 8,000 gasoline stations across the country reports the average per-gallon price on Friday for all grades of gasoline - tax included - was \$1.51, a drop of 12.8 cents since June 22 and 25 cents below the May 18 peak of \$1.76. But prices varied widely, from a high of \$1.91 in Honolulu to \$1.16 in Tulsa, Okla.

The administration's full-court press Monday came days before Bush is to meet with world leaders in Bonn to pitch his alternative to a global-warming treaty. The treaty was widely supported in Europe but rejected by the Bush administration as yielding minimal benefits at a high cost to manufacturers.

Democrats and moderate Republicans in both the House and Senate have opposed proposals to open national monument land, the Great Lakes and the coast of Florida to oil drilling and natural-gas exploration.

With support eroding in Washington, Bush instead sent his message to the people in "town meetings" to drum up public support.

Cheney spent the day in Pennsylvania; Interior Secretary Gale Norton appeared in Sioux Falls, S.D.; Commerce Secretary Don Evans spoke in Monroe, N.C.; Energy Secretary Spencer Abraham went to Argonne, Ill.; and Transportation Secretary Norman Mineta spoke in Euclid, Ohio.

Whitman appeared in Old Lyme with U.S. Rep. Rob Simmons, R-2nd District, who last year ousted incumbent Democrat Sam Gejdensen.

Whitman spoke at an "energy forum" where many of the 80 seats were filled by invited guests, including local municipal leaders and representatives of the manufacturing and energy industries.

A representative of The Nature Conservancy and some other environmentalists were also invited.

But outside the meeting, Nancy Burton, an attorney representing the Connecticut Coalition Against Millstone, said more vocal critics like her were shut out. But Sarah Kite of the Rhode Island chapter of the Sierra Club said she called ahead to reserve a seat and encountered no problem.

During a question-and-answer session, Whitman chafed at characterizations of the Bush energy plan as environmentally harmful. Of 105 specific recommendations in the proposal, 42 pertain to conservation and renewable energy sources, she said.

"Not having a national energy plan, that's what's had an impact on the environment," Whitman said.

## Visiting EPA chief plugs Bush energy plan

Diane Scarponi, Associated Press July 17, 2001

OLD LYME — Christie Whitman, head of the U.S. Environmental Protection Agency, pushed the environmental side of President Bush's energy plan in a "town meeting" forum Monday attended mostly by officials from eastern Connecticut.

Whitman's visit with U.S. Rep. Rob Simmons, R-2, was part of a national push by the Bush administration to shore up support for the energy plan, but she also took a few moments to be briefed on the Route 11 controversy and other state environmental issues.

Whitman talked up the conservation side of Bush's plan: research into cleaner and renewable energy resources, tax credits for conservation and other benefits.

She also said a national energy plan must continue to include new technology for old fossil fuels and nuclear power.

"Even with the most aggressive conservation efforts and renewable resources that we can see coming online in the future, you're taking about 20 percent of the energy mix," Whitman said. "We are still going to need some of the traditional sources of energy."

The meeting, a few miles from the state's nuclear plants, brought out a few pro-nuclear and anti-nuclear activists.

A group of students at the entrance chanted "What do we want? Clean air! When do we want it? Now."

Whitman defended the EPA's decision to oppose to a state bill that would have required six of the most-polluting power plants to meet stricter emissions rules. Whitman said the bill could have left the plants without any emission requirements in times of a power crisis for up to 30 days.

Gov. John G. Rowland vetoed the bill out of concern it could cripple the state's power supply and worsen air pollution.

Tom McCormick, an environmental activist, told Whitman the concerns were not valid. "This is a plain-out distortion and a lie," he said.

An activist from the Sierra Club of Rhode Island, Sarah Kite, asked Whitman to justify a plan to explore for oil in the Arctic National Wildlife Refuge. She said the plan would "destroy a fragile ecosystem" for only a six-month supply of oil.

Whitman responded that the six-month supply estimate applies to every car, furnace, machine and other oil-using device in the country.

The potential oil supply may be much greater — more than 24 years' worth of oil imported from Saudi Arabia — Whitman said.

New exploration and drilling technology may mean much less impact on the environment, Whitman added, but she said the whole issue must be explored in great detail before a decision.

Whitman was asked to respond to Bush's criticism of the state for rejecting a proposed power line across Long Island Sound. She said she did not know enough about the issue. She said Bush recognizes the power grid is aging and needs to be upgraded.

A state panel rejected the plan because the power line would damage shellfish beds, but the Bush energy report criticized the decision for not having the region's best interests at heart.

Whitman was briefed about the latest efforts to finish Route 11. The road, which was supposed to link New London to Route 2 in Colchester, stops abruptly in Salem and has not been finished because of environmental concerns.

Simmons asked Whitman to consider a new Route 11 proposal that is supposed to minimize the impact to wetlands and to property owners nearby, while building a greenway to buffer the area from future development.

Whitman did not comment on the plan, but she urged state leaders to work with EPA and the U.S. Army Corps of Engineers to find a solution.

## **EPA Head In Old Lyme To Discuss Energy Proposals**

**By Paul Choiniere - More Articles**  
**Published on 7/17/2001**  
**Sean Elliot/TheDay**  
**New London Day**

Old Lyme — Christine Whitman, the top administrator for the U.S. Environmental Protection Agency, was in town Monday to promote the energy plan of President Bush, a plan the president says is needed to avoid a national energy crisis.

Yet it was the vehicle in which Whitman arrived to make that argument — a Chevrolet Suburban, one of the largest and most fuel-hungry of the sport utility vehicles — that seemed to best illustrate the gorge that separates the administration's energy plan from its fiercest opponents.

Coincidentally, the two dozen demonstrators who gathered outside the government environmental office at which Whitman appeared used a giant, inflatable mock SUV as the symbol for everything that they feel is wrong with the country's approach to energy use.

About 80 invited guests gathered for what was labeled a "town meeting" at the Connecticut Department of Environmental Protection regional headquarters on Ferry Road. During the afternoon meeting, Whitman emphasized the administration's position that conservation alone cannot avert an energy crisis. The president's plan concludes that oil demand will grow by 33 percent, natural gas demand by 50 percent and electricity demand by 45 percent in the next 20 years. That means more pipelines, more power lines, expansion of nuclear power and more oil and natural gas drilling are needed, Whitman said.

Talking with reporters prior to Whitman's appearance, Janet Niver, campaign director for the Connecticut Public Interest Research Group, urged a far different approach. The environmental advocacy group is calling for much stricter requirements for fuel efficiency on new automobiles. ConnPIRG supports legislation that would require fuel economy of 40 miles per gallon in every car sold by 2012. It also calls for increased funding for the development of energy efficient technologies and alternative energy sources, such as wind and solar power.

Addressing her audience, Whitman said the administration's approach is to encourage new technologies and conservation through tax incentives and product labeling. Such an approach has been successful encouraging consumers to make energy smart choices, without the heavy hand of federal mandates, she said.

Her appearance with U.S. Rep. Rob Simmons, R-2nd District, was one of many that members of the Republican administration are making this week around the country to promote the president's plan.

Whitman, who demonstrated political pragmatism as governor of New Jersey, hinted that one of the more controversial aspects of the plan, a proposal to drill for oil in the Arctic National Wildlife Refuge in Alaska, might fall victim to political realities. When asked about the proposal, Whitman repeatedly emphasized that it would only happen if approved by Congress. Opposition to the idea in Congress is strong and appears to be growing as the recent California energy crisis eases.

Whitman said the administration's plan for greater production and energy efficiency incentives is based on long-range projections and is not a reaction to any one crisis.

Several demonstrators complained about being denied access to the meeting. David Silk of Stonington, who is active in anti-nuclear, environmental and healthcare advocacy groups, was told by EPA officials he might be allowed in if there were extra seats. He never got in.

"This is supposed to be a town meeting? Give me a break," said Silk.

Those who were allowed in did appear to represent a wide spectrum of opinions on the issue. Conservationists, anti-nuclear advocates, business leaders, town residents and government officials had a chance at the microphone during the roughly hour-long meeting.

Robert Link, an Old Lyme resident, expressed concern with the plan's emphasis on drilling and greater energy production and called for more support for conservation and alternative energy sources. Whitman told him that the administration will encourage conservation, but that more production must be part of the plan.

John Alexander, an engineer living in the town, said when it comes to nuclear power the Bush plan does not go far enough. Alexander said U.S. nuclear power has proved to be a safe, clean form of energy production in recent years and called the nuclear waste issue manageable. The country needs an aggressive program of new nuclear plant construction with their improved, safer technologies, he said.

"We can't afford to not be building nuclear power plants," Alexander said. "It's a serious problem when we allow emotional issues cloud the fact that this is the best source of energy for the future."

Whitman said Bush needs the support of Congress to approve a national nuclear waste site at Yucca Mountain. New plant construction will not be supported at the state level until the waste issue is resolved, she said.

## Commerce secretary in Monroe

Monday, July 16, 2001  
By KENT BERNHARD JR.  
The Charlotte Observer

It's a supply-side energy plan.  
Donald Evans explains conservation is needed, but won't fuel economy.

MONROE -- America needs more power plants, an upgraded power grid and exploration for oil and natural gas, while increasing conservation efforts, Commerce Secretary Don Evans said Monday.

"It's all about creating the framework (to) develop additional supply, as well as conserving," he told about 120 people gathered at the Union County Chamber of Commerce Monday for a town hall meeting on President Bush's energy plan. "America must lead on this issue."

The Monroe event was one of six similar meetings nationwide, as Bush administration officials fanned out across the country to pitch the plan introduced this spring. Evans came to a staunchly Republican county that voted overwhelmingly in the last election for Republican Rep. Robin Hayes of Concord. Hayes was at the event with Evans.

Evans heard from business leaders and residents about problems caused by rising fuel prices in the past year, and concerns about the future.

Union County farmer Alan Baucom said rising energy costs have put a strain on agriculture. John Roberts, CEO of Union Regional Medical Center, said energy was one of the fastest-rising costs in his business. Don Mallo, senior vice president of Pillowtex, said rising natural gas prices had contributed to cutbacks in the textile industry.

Evans told all three that the administration's plan would help in the long term.

"You have to be looking for new sources of supply and new forms of energy," he said.

Evans said the administration's plan does not include drilling off the N.C. coast at this time.

Bush's energy plan calls for:

Easing permitting for refinery expansion and construction and upgrading the

nation's network of power lines.

Opening part of the Arctic National Wildlife Refuge in Alaska to drilling.

Ordering agencies to expedite permits for energy related projects.

Tax breaks for developing clean coal technology.

Tax credits for purchase of energy-saving vehicles.

Environmentalists have said the plan does not stress energy conservation enough and is too heavily weighted toward creating more energy.

In Monroe, members of the Sierra Club said that they didn't get a chance to express their concerns at the town hall meeting. Evans did meet with Sierra Club representatives after the meeting.

"He pretty much gave the party line, and we appreciate him seeing us," said Peter Baker, Sierra Club Southern Forest organizer. But he said the organization has "some real reservations about the energy plan."

Evans said Monday the plan does encourage conservation and clean alternative energy technologies. But he said those measures have to go in concert with developing new energy sources.

"When it comes to future quality of life, you can't separate the three energy, the economy and the environment," he said.

1-2-2000

## Legislative Priorities for the Developing Transmission Industry

Congress should support provisions to eliminate the existing disincentives to transmission system development, and create urgently needed incentives and opportunities for new investment in transmission, including the following:

- Reform Transmission Pricing. The ongoing lag in transmission construction needs to be addressed by improving transmission rates. The need for transmission rate reform is greater now than ever because transmission service is now to be provided through independent businesses, with inherent new risks and market uncertainties. Transmission rates need to reflect these developments, or the capital needed to sustain growth in transmission to keep pace with energy demand will not be available. We urge support of provisions such as the bipartisan transmission rate provisions included in H.R. 2944 during the 106<sup>th</sup> Congress, which originated in H.R. 2786.
- Repeal or Streamline FERC Merger Reviews. FERC takes too long to complete the review of transactions to form regional transmission organizations ("RTOs"). We recommend that section 203 of the Federal Power Act be repealed or at least reformed to streamline review of these transactions. FERC's record has been improving, but its process is in many respects duplicative of reviews already undertaken by other federal agencies.
- Provide Transmission and Generation Tax Incentives. Congress should enact provisions from S. 2967 and H.R. 4959 (106<sup>th</sup> Congress) to speed depreciation periods for transmission and generation property, and allow for tax-deferred sales and tax-free spinoffs of certain transmission property. Sales and spinoffs are necessary for the formation of RTOs, which would in turn facilitate transmission in competitive markets and encourage construction of needed facilities.

In addition, transmission siting is a problem that should be addressed. Congress must acknowledge rights-of-way barriers while maintaining maximum deference to historical State prerogatives.

Federal legislation should NOT:

- Impose RTO Mandates. Additional RTO authority is unnecessary (and would likely be counterproductive) given the progress of the transmission industry in complying with FERC Order No. 2000.
- Give FERC New Market Power Authority. Market power authority would have a chilling effect on industry consolidations needed to capture the efficiencies of competition and, in turn, ensure adequate supply and reliability of delivered power. FERC and the antitrust agencies (DOJ and FTC) already have ample authority to ensure industry compliance with the antitrust laws.

Congress of the United States  
Washington, DC 20515

201-011286 May 1 A 7:10

April 30, 2001

The Honorable Spencer Abraham, Secretary  
U.S. Department of Energy  
Forrestal Building  
1000 Independence Avenue, SW  
Washington, D.C. 20585-1000

Dear Secretary Abraham,

We write regarding your April 10, 2001 letter to members of Congress about the western energy crisis.

We appreciate receiving a report of the steps you have taken to respond to the specific requests of the governor of California and others. However, we are in a crisis that requires proactive federal action that goes beyond conversations and phone calling. Your letter also indicates a misunderstanding of the wholesale price mitigation measures that we have called for. In addition, the price mitigation measures adopted by the Federal Energy Regulatory Commission (FERC) on April 26, 2001 were wholly inadequate and arbitrary. Thus, we will again describe our position. First, however, it's important to review the condition of the western energy market.

The West is experiencing an electricity crisis that threatens to come to a head this summer with very dangerous consequences. Many factors have contributed to this crisis, including a flawed deregulation plan, a severe drought in the Northwest, high natural gas prices, poor regional and national forecasting of energy demand, inadequate industry investment in new generation and transmission, and rapid growth in the regional population and economy. Consumers have played no conscious role in creating this crisis, and environmental regulations have not limited the availability of energy. Indeed, Environmental Protection Agency Administrator Christie Whitman went so far as to say:

"I asked our people to go back and to give me the environmental clean air regulations . . . that were hampering the ability of the utilities in California to provide power and we couldn't find any [the television program *Crossfire*, February 26, 2001]."

Clearly, the record shows no reason to sacrifice consumer and environmental protections as we craft a remedy to the crisis.

Because of the factors we have cited, power supplies will not meet demand this summer. California alone is expected to have a daily shortfall of 5,000 megawatts, which could lead to 34 days of rolling blackouts, according to the California Independent System Operator (Cal-ISO). With supply so

25085

tight, there is no competition among generators to provide electricity at the lowest price possible; instead, there is a strong incentive to gouge.

It is generally accepted that the region cannot build enough new generation to meet demand for this summer (and probably the next) -- no matter how quickly FERC, the Department of Energy, the Environmental Protection Agency, and state agencies review matters related to the development and siting of new power plants and transmission lines. In addition, the other Administration actions that you mentioned in your letter will have a negligible effect on supply in the short-term. Consequently, the western energy market will continue to be out of balance, and consumers will be at the mercy of generators who have virtually no restraint on the rates they charge.

In speaking about Administration initiatives to increase short-term energy supply in the West this summer, FERC Commissioner William Massey testified before the House Energy and Air Quality Subcommittee on March 20, 2001:

"These quick fix measures, though well motivated, will not close the gap between supply and demand substantially in the short term.... In these circumstances, what will restrain prices? Absolutely nothing."

At least twice, FERC has found that the western electricity market is dysfunctional and that prices are "unjust and unreasonable" under the Federal Power Act. Under the law, the Commission is supposed to take steps to bring these unreasonable rates into line. Yet, the Commission has refused to undertake any meaningful action. Meanwhile, rates continue to rise. On April 15, 2001, economist Paul Krugman wrote in the *New York Times*, "contracts for August 2001 power are currently running as high as \$750 per megawatt-hour."

In spite of overwhelming evidence, FERC Chairman Curtis Hebert has repeatedly stated that consumers should be left to bear whatever costs the market charges; however, left alone in this dysfunctional market, consumers will face unreasonably high utility bills. The Commission's attempts at price mitigation may temporarily protect the reputations of some Commissioners, but they will do little to protect California's consumers and nothing to aid consumers in the Northwest and other western states.

The risk of exorbitant prices goes beyond residential consumers. More and more businesses, including major utilities, could be driven into bankruptcy, and the nation's economic driving wheel in the West could grind to a stop.

Mr. Secretary, you recognized the inadequacy of FERC's response under the Clinton Administration when you wrote the following:

"California was in an energy meltdown. Yet no action had been taken by the Clinton-appointed Federal Energy Regulatory Commission (FERC) to force refunds of excessive charges for wholesale electricity...[*Washington Post*, April 16, 2001]."

We wonder what has changed since then. Although the Commission issued orders (which might or might not lead to refunds) regarding possible generator overcharges, it also publicly declared that wholesale rates as high as \$430 per megawatt were reasonable. These FERC-approved rates are ten times greater than the average wholesale rate of one year earlier. In a dissent to a March 9, 2001 order, Commissioner Massey called FERC's perfunctory actions, "arbitrary, capricious and an abuse

of discretion." He later added, "Our refund orders have been paltry and, in my opinion, arbitrary [FERC public meeting April 25, 2001]."

Based on current conditions and predictions for this summer, the Commission's April 26, 2001 price mitigation order could only be called reckless. California is paying exorbitant rates for electricity every minute of every day (at an average daily rate of \$73 million in April). Yet FERC only will apply price mitigation measures during the limited time-periods when the Cal-ISO declares a Stage 1, 2, or 3 alert. According to the ISO's analysis of bidding behavior from May to November of 2000, applying price mitigation measures only in a stage alert would have missed 93% of the hours when market power drove up prices. Moreover, the cost-of-service based rates in this order would be pegged to the operating costs of the most inefficient plant in the state (the use of similar standards led the Commission to make its March determination that \$430 per megawatt was a justifiable price). Although it did initiate a much-needed investigation of the western energy market, the Commission did not make even minimal price mitigation measures offered to California available to other western states.

Inexplicably, the relief in the April 26<sup>th</sup> order — no matter how inadequate — is conditioned on the Cal-ISO and California utilities submitting a Regional Transmission Organization filing to FERC by June 1, 2001. If this filing is at all tardy, the entire order — even those provisions dealing with other states — will be voided. California's efforts are now appropriately devoted to planning for energy shortages that are expected in the coming months. FERC has unexpectedly created a capricious short-term deadline for the state. Due to this misguided action, California must forego critical efforts to plan for this summer or risk the region's only avenue of protection from skyrocketing prices.

We believe that the Commission has been fundamentally wrong in its judgments and in its dogmatic opposition to meaningful temporary price mitigation for the West. By publicly opposing price mitigation, the Administration has been complicit in sanctioning exorbitant rates, which could lead to corresponding increases in the retail price of electricity and an economic slowdown in the region.

For these reasons, we support the imposition of real cost-of-service based rates in the West either through administrative action or through legislation. These are not arbitrary price caps, as you describe them in your letter. The rates would be calculated individually for each plant in the West — reflecting the real costs of generating power — plus a return on invested capital and a reasonable profit. The promotion of new generation is vital to the region, so we propose exempting new plants from this pricing regimen. Moreover, cost-of-service based rates would be imposed for no more than two years — long enough for new generation already in development to come on-line and help reestablish a competitive marketplace.

A regional cost-of-service based approach has significant support. Commissioner Massey, over forty members of Congress, and the governors of California, Oregon, and Washington have all backed regional cost-of-service based rates. In fact, before this Administration took a contrary position, the governors of Arizona, Montana, Nevada, Utah, and Wyoming also supported cost-of-service rates. In a January 12, 2001 letter to Governor Davis, they wrote:

"One immediate solution to protect consumers from skyrocketing prices may be for the Federal Energy Regulatory Commission to implement a temporary cost plus pricing requirement. Among other actions, this approach would provide the benefits of constraining prices without forcing generation to shut down...."

Mr. Secretary, we strongly urge you to call on FERC to uphold the law and restore just and reasonable rates in the West by adopting meaningful cost-of-service based rates. Otherwise, you risk the well-being of residential and business consumers, who may be the only ones without blame in crisis. They should not be sacrificed for the sake of a fallacious "competitive market."

Although the Administration has made limited efforts to resolve the energy crisis, it only seems committed to a supply-side energy policy. As we all know, our supply needs are dictated by demand. Reductions in demand will be the only the way to avoid electricity disruptions in the West this summer. In fact, most industry observers and western governors agree that conservation and efficiency are indispensable tools in meeting western energy needs. With that in mind, we were deeply disappointed by your failure to make energy conservation, along with research and development of renewable energy sources, a priority in the Department of Energy's budget. A 27% (\$277 million) cut in funding for energy efficiency and renewable energy R&D programs (apart from grants to low-income households for home weatherization) is certainly not the answer to our energy problems.

Given your concerns about the nation's long-term energy needs, we were also baffled by the Administration's decision to weaken the efficiency standards for air conditioners and heat pumps. This regulation would have made a major difference in energy use in the West in years to come. It was even supported by Goodman Manufacturing Co, one of the nation's major manufacturers of air conditioners.

We welcome the opportunity to meet with you to discuss these issues in greater detail. Indeed, many of us have requested to meet with you and other members of the President's energy task force. Although most of us have not had that opportunity yet, we certainly hope that we will be consulted before the task force's recommendations are finalized.

We look forward to your prompt reply.

Sincerely,

Anna G. Eshoo

Henry A. Waxman

Jane Harman

Lois Capps

G. Andy

Bob Filner

Cory Conant

Hilda L. Solis

Nancy Pelosi

Jim McInerney  
Loretta Sanchez

Louie Lofgren

Lynn Woolsey

Mike Thompson

Bob D. Latta

Ella Tauscher ::

Bob Latta

Grace E. Napolitano

Sam Lane

Janice Millard

Howard P. Berman

George Miller

Leti Stark

Burl Sherman

Robert J. Matoni

Melanie Waters

Mike Hock

John

Ch. B. Lipp

Anna Davis

Tom Lantos

Joe Bann

[Signature]

Barbara Lee

111



Office of Representative  
**Anna G. Eshoo**

14<sup>th</sup> District, California  
 205 Cannon Building  
 Washington, D.C. 20515  
 Phone (202) 225-8104  
 Fax (202) 225-8890

<b>TO:</b> <i>Office of Sec. Abraham</i>	<b>FROM:</b> <i>Office of Rep. Eshoo</i>
<b>ORGANIZATION:</b>	<b>DATE:</b> <i>4/30/01</i>
<b>FAX NUMBER:</b> <i>586-4403</i>	<b>TOTAL NO. OF PAGES:</b> <i>7</i>

**Message:**

2001-011376 5/1 P 3:24



Josephine S. Cooper  
President & CEO

May 1, 2001

The Honorable Spencer Abraham  
Secretary  
Department of Energy  
Forrestal Building  
1000 Independence Avenue, S.W.  
Washington, DC 20585

Dear Secretary Abraham:

The Board of Directors of the Alliance of Automobile Manufacturers will convene in Washington on May 24<sup>th</sup> for its annual meeting. On behalf of the Alliance member companies, I would like to invite you to address our member company executives at a time that fits in your schedule. We know you fully understand the substantial contribution the automobile industry makes to the economic growth of the U.S. Our Board members would welcome the opportunity to discuss the critical role the auto industry can play in the development of a national energy policy.

As detailed in the enclosed primer, Alliance members are leaders in the development of advanced energy efficient vehicle technologies. These technologies include hybrid electric, fuel cell and battery electric powered vehicles, advanced lean burn technology, dual fuel, and dedicated alternative fuel vehicles.

Recently, the Alliance adopted a national energy policy position that endorses an energy policy based on broad, market-oriented principles. The policy position addresses the role of the light duty fleet as part of a national energy plan. A copy of this energy policy position, which previously was provided to you and other members of the Administration Energy Task Force, also is enclosed.

Key Alliance recommendations for energy policy include: tax credits to help consumers purchase advanced technology vehicles; tax incentives for alternative fuel infrastructure development; extension of the dual-fuel vehicle corporate average fuel economy (CAFE) credit; development of a market for advanced vehicles/fuels; government-industry partnerships for research; development of fuel efficient technologies; and increased efforts to mitigate traffic congestion nationwide.

BMW Group • DaimlerChrysler • Fiat • Ford Motor Company • General Motors  
Isuzu • Mazda • Mitsubishi Motors • Nissan • Porsche • Toyota • Volkswagen • Volvo

---

1401 H Street, NW-Suite 900, Washington, DC 20005 • Phone 202.326.5500 • Fax 202.326.5567 • [www.autoalliance.org](http://www.autoalliance.org)

25092

DOE024-2498

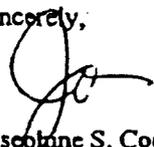
The Honorable Spencer Abraham  
Page 2

The 13 members of the Alliance represent over 90 percent of the car and light truck sales in the United States. Alliance members have more than 250 manufacturing facilities in 35 states and employ more than 620,000 persons. When jobs dependent on the industry are included, the auto industry is responsible for 6.6 million jobs nationwide or 5 percent of private sector jobs, according to a recent study completed by the University of Michigan for the Alliance. The study also shows that more than 3.7 percent of America's gross domestic product is generated by the sale and production of new light vehicles.

Mr. Secretary, Alliance members believe they can make an important contribution to the key issues facing our country and would welcome a discussion regarding how our plans and positions fit with your Department's objectives and goals.

I hope you can join us on May 24<sup>th</sup>. I will call your office shortly to follow-up on this request.

Sincerely,



Josephine S. Cooper  
President & CEO

JSC/sf

Enclosures

cc: Kyle McSlarrow, Chief of Staff

25093

DOE024-2499

**ALLIANCE OF AUTOMOBILE MANUFACTURERS  
BOARD OF DIRECTORS**

**Richard Schaum - DaimlerChrysler Corporation**  
Executive Vice President, Product Development and Quality and General Manager -  
Passenger Car Operations

**Rob Liberatore - DaimlerChrysler Corporation**  
Senior Vice President, External Affairs and Public Policy

**Bernard Robertson - DaimlerChrysler Corporation**  
Senior Vice President, Engineering Technologies and Regulatory Affairs

**John Rintamaki - Ford Motor Company**  
Chief of Staff

**Janet Grissom - Ford Motor Company**  
Vice President, Washington Affairs

**Sue Cischke - Ford Motor Company**  
Vice President, Environment and Safety Engineering

**Harry Pearce - General Motors Corporation**  
Vice Chairman

**Dennis Minano - General Motors Corporation**  
Vice President, Public Policy Chief Environmental Officer

**Debbie Dingell - General Motors Corporation**  
Vice Chair GM Foundation, Executive Director Washington and Community Affairs

**James Morton - Nissan North America, Inc.**  
Senior Vice President, Finance and Administration

**Emil Hassan - Nissan North America, Inc.**  
Senior Vice President, External and Regulatory Affairs

**Jed Connelly - Nissan North America, Inc.**  
Senior Vice President, Sales and Marketing

**James Press - Toyota Motor Sales USA, Inc.**  
Executive Vice President, and Chief Operating Officer

**Jim Olson - Toyota Motor North America**  
Senior Vice President External and Regulatory Affairs

**David Baxter – Toyota Technical Center USA, Inc.**  
Vice President, Technical Planning and Regulatory Affairs

**Gerd Klaus – Volkswagen of America, Inc.**  
President and CEO

**Joseph Kennebeck – Volkswagen of America, Inc.**  
Director, Government Affairs

**Joseph Folz – Volkswagen of America, Inc.**  
General Counsel

## **ENERGY POLICY POSITION**

**of the**

### **Alliance of Automobile Manufacturers**

---

The Alliance of Automobile Manufacturers (Alliance) members are BMW of North America, Inc., DaimlerChrysler Corporation, Fiat, Ford Motor Company, General Motors Corporation, Isuzu Motors of America, Mazda, Mitsubishi, Nissan North America, Porsche, Toyota, Volkswagen of America, and Volvo. Alliance member companies have more than 620,000 employees in the United States, with more than 250 manufacturing facilities in 35 states.

#### **Overview**

The Alliance supports efforts to create an effective energy policy based on broad, market oriented principles. Policies that provide manufacturers incentives to produce more energy efficient products, and consumers the incentives to purchase such products, should be the cornerstones. Within the transportation sector, policies that promote and support the intense competition among the automobile manufacturers worldwide are the keys to addressing product efficiency and energy use concerns. This approach will enable automakers to work effectively within the private sector, and with public sector support, develop the advanced technologies for use in vehicles both near and long-term. In addition, incentives for the increased market penetration of advanced energy saving technologies will help pull them into the marketplace as rapidly as possible. These complementary approaches to energy supply and conservation are necessary in today's competitive environment.

For the past 26 years, since enactment of the Energy Policy Conservation Act of 1975, vehicle fuel economy has been regulated through the Corporate Average Fuel Economy (CAFE) program. For several reasons, CAFE is an ineffective energy policy. First, it focuses only on new vehicle production and does nothing to spur the demand for fuel-efficient vehicles. With falling gasoline prices and adequate supplies instead of projected shortages, demand for fuel-efficient vehicles never materialized. Second, CAFE does not address the continued use of the approximately 200 million vehicles on the road. The growth in registered vehicles, together with the relatively inexpensive cost of fuel and increased vehicle fuel efficiency, has led to a doubling of vehicle miles traveled. Third, consumers have based purchase decisions on other vehicle attributes, such as usefulness, safety, performance and comfort. Fourth, like any artificial structure, it has disproportionate effects on some vehicle manufacturers. With this background, we propose the following:

#### **Provide Tax Credits to Consumers for Advanced Technology Vehicles**

- Fuel Cell Vehicle
- Hybrid Vehicle
- Battery Electric Vehicles
- Advanced Lean Burn
- Dual Fuel and Dedicated Alternative Fuel Vehicles

### **Provide Tax Incentives for Alternative Fuel Infrastructure Development**

- Distribution Equipment
- Installation Costs
- Distributor Credit for Fuel Distribution

### **The Administration should extend the Dual-Fuel Vehicle CAFE Credits**

- Release the DOT report originally required September 30, 2000.
- Initiate rulemaking that would extend credit through 2008 at the maximum levels provided in the current legislation.
- Congress should enact legislation to extend the credits at 1.2 mpg through 2012.

### **Advanced Fuel/Vehicle Market Development**

- Government purchase XXXX advanced technology vehicles per year.
- Promote early introduction of clean, low sulfur gasoline and diesel fuels.

### **Encourage Government/Industry Partnerships for Research and Development on Fuel Efficient Technologies**

- Promote research and development for lean burn emissions control technologies.
- Accelerate development of advanced engine and emission control systems to enable earlier technology deployment (e.g. NOx traps)
- Accelerate advanced fuels development, which will be needed for compression-ignition, direct injection engines to meet Tier 2 emission standards.
- Accelerate development of advanced batteries and power electronics for energy efficient hybrid-electric vehicles.
- Enhance fuel cell development efforts:
  - Accelerate development of high temperature membranes for fuel cell vehicles and efficient electrodes.
  - Increase support for use of fuel cell auxiliary power for passenger cars and trucks.
  - Initiate technology demonstrations to support introduction of fuel cell vehicles and hydrogen infrastructure.
  - Development of off-board generation of hydrogen and storage from various feedstocks.
- Increase the R&D effort for advanced carbon composite materials.

5/5)

-----  
-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Keller Staley/OU=EE/O=DOE@DOE>---<chart  
----- Message body -----  
Keller-

I'm sure I sent you an email in the spring about this, but for your calendar, I'll be gone on vacation from 6/29 to 7/6. Will find something nice for the boss, if you're lucky. :) FYI - I'm also out on 6/22 (my AWS day).

-----  
-----  
!Tom Kimbis/OU=EE/O=DOE>---<CN=Michael York/OU=EE/O=DOE@DOE;CN=Darrell Be  
chen/OU=EE/O=DOE@DOE;CN=Phillip Tseng/OU=EE/O=DOE@DOE;CN=MaryBeth Zimmerma  
n/OU=EE/O=DOE@DOE>---<First Complete NEP Chart

25098

----- Message body -----

----- Attachments -----  
Extracted NEP Master Chart.xls: 125952 bytes

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Bill Babiuch/OU=NRELDC/O=NRELEX@NRELEXchange>---<RE: list of NEP Recommendations

----- Message body -----  
on it's way. From: Bill Babiuch/NRELDC/NRELEX@NRELEXchange on 06/07/2001 02:55 PM To: Tom Kimbis/EE/DOE@DOE cc: Subject: RE: list of NEP Recommendations Thanks a lot. I still haven't gotten anything from Darrell yet regarding the NAS review. If you see him, could you kindly ask him if he sent me the email yet to prompt him. Thanks, ---Bill ---Original Message  
----- From: Kimbis, Tom Sent: Thursday, June 07, 2001 2:49 PM To: Babiuch, Bill Cc: Zimmerman, MaryBeth Subject: list of NEP Recommendations Bill I typed out a list in Excel of the programs that we are (1) leading or co-leading and, (2) participating in. This is only a draft list - the assignments among agencies have not been finalized and shouldn't be treated as such. This should give you a good idea of the quantity of the NEP reco's that affect us. Let me know if you need anything else Tom << File: Babiuch list NEP.xls >>

5 (5)

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Bill Babiuch/OU=NRELDC/O=NRELEX@NRELEXchange>---<list of NEP Recommendations

----- Message body -----  
Bill I typed out a list in Excel of the programs that we are (1) leading or co-leading and, (2) participating in. This is only a draft list - the assignments among agencies have not been finalized and shouldn't be treated as such. This should give you a good idea of the quantity of the NEP reco's that affect us. Let me know if you need anything else Tom

----- Attachments -----  
Extracted Babiuch list NEP.xls: 16896 bytes

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Michael York/OU=EE/O=DOE@DOE;CN=Darrell Besch/OU=EE/O=DOE@DOE;CN=Phillip Tseng/OU=EE/O=DOE@DOE>---<NEP Action Plan

----- Message body -----

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<Jill.Prater@USPTO.GOV>---<RE: dinner

----- Message body -----  
i'll tell you later. you're a bit braindead and i'm a bit short on time.  
Jill.Prater@USPTO.GOV on 06/06/2001 05:42:58 PM To: Tom Kimbis/EE/DOE@DOE cc: Subject: RE: dinner ok, whoa, still have no idea what you're talking about -- NEP participation? Sierra Club? put a file together on yourself? Maybe I'm just brain dead for the day -- please explain in longhand. -----Original Message----- From: Tom.Kimbis@ee.doe.gov [mailto:Tom.Kimbis@ee.doe.gov] Sent: Wednesday, June 06, 2001 5:40 PM To: Jill.Prater@USPTO.GOV Subject: RE: dinner no silly bun! just going to have to put together a file on myself for the sierra club, etc. over the next few days  
Jill.Prater@USPTO.GOV on 06/06/2001 05:34:09 PM To: Tom Kimbis/EE/DOE@DOE cc: Subject: RE: dinner huh? trans

25099

lation please? no dinner? -----Original Message----- From: Tom.Kimbis@ee.doe.gov [mailto:Tom.Kimbis@ee.doe.gov] Sent: Wednesday, June 06, 2001 5:27 PM To: Jill.Prater@USPTO.GOV Subject: RE: dinner i'm getting hit with a FOIA request for NEP participation

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<Jill.Prater@USPTO.GOV>---<RE: dinner  
----- Message body -----

no silly bun! just going to have to put together a file on myself for the sierra club, etc. over the next few days. Jill.Prater@USPTO.GOV on 06/06/2001 05:34:09 PM To: Tom Kimbis/EE/DOE@DOE cc: Subject: RE: dinner hub? translation please? no dinner? -----Original Message----- From: Tom.Kimbis@ee.doe.gov [mailto:Tom.Kimbis@ee.doe.gov] Sent: Wednesday, June 06, 2001 5:27 PM To: Jill.Prater@USPTO.GOV Subject: RE: dinner i'm getting hit with a FOIA request for NEP participation

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<Jill.Prater@USPTO.GOV>---<RE: dinner  
----- Message body -----

i'm getting hit with a FOIA request for NEP participation

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=MaryBeth Zimmerman/OU=EE/O=DOE@DOE>---<Re: NEP Recommendation

----- Message body -----

Just received this from Gail - {I know you were cc:d but didn't know if you would see it in your email backlog :) }

----- Forwarded by Tom Kimbis/EE/DOE on 06/06/2001 05:21 PM ----- Gail McKinley 06/06/2001 05:19 PM To: Tom Kimbis/EE/DOE@DOE cc: MaryBeth Zimmerman/EE/DOE@DOE, Mark Ginsberg/EE/DOE@DOE, Gregory Reamy/EE/DOE@DOE Subject: Re: NEP Recommendation

-----  
Thanks. Tom Kimbis, TMS EERE Office of Planning  
-----

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=MaryBeth Zimmerman/OU=EE/O=DOE@DOE>---<NEP

25100

DOE025-0003



timely as we begin to review all our programs for the NEP, especially for program managers. If necessary to attend, please feel free to submit any SPR materials you were planning to submit on the 12th on Friday, the 13th instead. (If you've worked out other arrangements with Sam on submittal dates, please continue to feel free to follow those dates.) Morning session (10:00-12:00) Describe best practices in R&D portfolio management.

Industry benchmarks. Present EERE process as we understand it, and identify gaps. Discuss advantages of incorporating best practices at EERE.

Afternoon session (1:00-4:00) Apply best practices to EERE, using a hypothetical set of projects. Four facilitated breakout groups, will work through balancing the program portfolio Each group will report back.

This process will provide hands on learning and may identify some EERE unique issues.

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Darrell Beschen/OU=EE/O=DOE@DOE>---<SPR WORKBOOK UPDATE

----- Message body -----

[Attached are the updates to the Strategic Program Review (SPR) Workbook that you should all have received by now (3-ring binder). We will be providing you with periodic updates to your Workbook throughout the SPR process.

It is recommended that you download and print out applicable sections attached to this email, 3-hole punch them, and place them in the appropriate place in the Workbook.] \*PLEASE PRINT OUT THIS EMAIL AS A GUIDE\* \*THE SPR WORKBOOK IS A WORKING DRAFT AND WILL BE AUGMENTED BY SECTOR AND PROGRAM FEEDBACK\*  
TAB 1

Please direct

any questions you have concerning the Workbook to Darrell Beschen at 586-1732. Please email any changes, corrections, etc. to Darrell Beschen and send a cc: to Tom Kimbis (586-7055). Thank you.

----- Attachments -----

Extracted TABLE OF CONTENTS draft.doc: 19456 bytes  
Extracted NEP Passages.xls: 25088 bytes  
Extracted SPRW Legislative.xls: 53248 bytes  
Extracted Master EERE Budget Data.xls: 1965568 bytes  
Extracted Master Goals File 2.xls: 305152 bytes  
Extracted Sector Goals.pdf: 16642 bytes  
Extracted SPRW-EERE Peer Review.xls: 48640 bytes  
Extracted SPRW-BTS Peer Review.xls: 78848 bytes  
Extracted SPRW-FEMP Peer Review.xls: 19968 bytes  
Extracted SPRW-OIT Peer Review.xls: 33792 bytes  
Extracted SPRW-OPT Peer Review.xls: 101376 bytes  
Extracted SPRW-OTT Peer Review.xls: 62976 bytes  
Extracted SPRW-PBM Peer Review.xls: 38912 bytes  
Extracted Bibliography.Peer Review.doc: 25600 bytes  
-----

25102

----- Message body -----

=====  
onsultant, TMS Planning, Analysis & Evaluation (EE-3.1) Energy Efficiency and Renewable Energy United States Department of Energy 202.586.7055 tom.kimbis@ee.doe.gov

----- Attachments -----

Extracted TPK Context chapter.doc: 41472 bytes  
Extracted MBZ Introduction.DOC: 32768 bytes

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Buddy Garland/OU=EE/O=DOE@DOE>---<NEP task list

----- Message body -----

Buddy Here is the document. I will swing by with a color copy. =====  
=====  
Thomas P. Kimbis, Esq. Management Consultant, TMS Office of Planning & Analysis, EE-3.1 Office of Energy Efficiency and Renewable Energy United States Department of Energy 1000 Independence Avenue, SW Washington, DC 20585 202-586-7055 tom.kimbis@ee.doe.gov

----- Attachments -----

Extracted NEP Action List Chron 8.23.01.xls: 64512 bytes

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<buddy.garland@ee.doe.gov>---<Re: Fw: NEP summary

----- Message body -----

Buddy

I'll get it over to you asap. Tom ===== Thomas P. Kimbis, Esq. Management Consultant, TMS Office of Planning & Analysis, EE-3.1 Office of Energy Efficiency and Renewable Energy United States Department of Energy 1000 Independence Avenue, SW Washington, DC 20585 202-586-7055 tom.kimbis@ee.doe.gov  
buddy.garland@ee.doe.gov 08/23/2001 09:28 AM To: Tom.kimbis@ee.doe.gov cc: Subject: Fw: NEP summary Tom, Does this document exist? Has MBZ seen it? Can I see it? Thanks, Buddy -----Original Message----- From: Darrell Beschen To: MaryBeth Zimmerman Cc: Tom Kimbis; Michael York Sent: Aug 16, 2001 9:41a Subject:

Darrell Beschen Chief Economist EE-3 Room 6B-038 Phone 202 586 1732 Fax 2176

-----  
'N=Tom Kimbis/OU=EE/O=DOE>---<CN=Darrell Beschen/OU=EE/O=DOE@DOE>---<Re:

----- Message body -----

of course. and stop checking your email - have fun! =====  
=====  
Thomas P. Kimbis, Esq. Management Consultant, TMS Office of Planning

25103

& Analysis, EE-3.1 Office of Energy Efficiency and Renewable Energy United States Department of Energy 1000 Independence Avenue, SW Washington, DC 20585 202-586-7055 tom.kimbis@ee.doe.gov Darrell Beschen 08/22/2001 06:37 AM To: Tom Kimbis/EE/DOE cc: Subject: Re: tom.....can you handle this please ....double check with marybeth and keep her informed... d. Darrell Beschen Chief Economist EE-3 Room 6B-038 Phone 202 586 1732 Fax 2176 ----- Forwarded by Darrell Beschen/EE/DOE on 08/22/2001 06:36 AM ----- Buddy Garland 08/17/2001 02:24 AM To: Darrell Beschen/EE/DOE cc: Subject: Re: Have someone bring me a copy on Friday. Thanks, Buddy Darrell Beschen on 08/16/2001 09:41:28 AM To: MaryBeth Zimmerman/EE/DOE@DOE cc: Tom Kimbis/EE/DOE, Michael York/EE/DOE@DOE (bcc: Buddy Garland/EE/DOE) Subject:

Darrell Beschen Chief Economist EE-3 Room 6B-038 Phone 202 586 1732 Fax 2176

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<gdaines@tms-hq.com>---<peer recs on NEP

-----  
----- Message body -----

Here is the latest version of the Excel table to dump the peer rec info into. USE THIS INSTEAD OF THE CONSOLIDATED FILE I SENT YOU IN THE BELOW EMAIL. Thanks. ps. ben, let me know if this is not the latest version. The one I had sent in the previous email was your consolidated version from 8/15, the one directly below is from 7/10. =====  
Thomas P. Kimbis, Esq. Management Consultant, TMS Office of Planning & Analysis, EE-3.1 Office of Energy Efficiency and Renewable Energy United States Department of Energy 1000 Independence Avenue, SW Washington, DC 20585 202-586-7055 tom.kimbis@ee.doe.gov ----- Forwarded by Tom Kimbis/EE/DOE on 08/16/2001 04:44 PM ----- Tom Kimbis 08/15/2001 04:48 PM To: Gdaines@tms-hq.com cc: Keller Staley/EE/DOE@DOE, Darrell Beschen/EE/DOE@DOE, Stuart Goldstein/EE/DOE@DOE, Benjamin Torreon/EE/DOE@DOE Subject: peer recs on NEP Hey Greg:

----- Attachments -----  
Extracted oit data call 810.zip: 929752 bytes  
Extracted SPRW- Peer Review MASTER filtered consolidated.xls: 276992 bytes  
Extracted SPRW- Peer Review MASTER filtered.xls: 291840 bytes  
-----  
-----

25104

CN=Tom Kimbis/OU=EE/O=DOE>---<gdaines@tms-hq.com>---<A Larger Task

----- Message body -----

----- Forwarded by Tom Kimbis/EE/DOE on 08/15/2001 04:48 P  
M ----- Tom Kimbis 08/15/2001 04:41 PM To: Gregory  
Daines/EE/DOE@DOE, Stuart Goldstein/EE/DOE@DOE cc: Keller Staley/EE/DOE@DO  
E, Darrell Beschen/EE/DOE@DOE Subject: A Larger Task Greg, aren't you gl  
ad you asked? Greg & Stuart:

-----  
Call me with a

ny questions 6-7055 Thanks Tom

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<Gdaines@tms-hq.com>---<peer recs on NEP

----- Message body -----

Hey Greg: You just missed Darrell when you stopped by - have a good assign  
ment for you to work on requested by Darrell.

I think Keller may have worked  
on putting in the pull down filters so you may want to ask him about it.  
Stuart also worked on this stuff so you can see if he can help out.

----- Attachments -----

Extracted oit\_data\_call\_810.zip: 929752 bytes

- Renamed to "oit\_data\_call\_8100.zip" to preserve uniqueness

Extracted SPRW- Peer Review MASTER filtered consolidated.xls: 276992 bytes

- Renamed to "SPRW- Peer Review MASTER filtered consolidated0.xls" to preserve uniqueness

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Gregory Daines/OU=EE/O=DOE@DOE;CN=Stuart G  
oldstein/OU=EE/O=DOE@DOE>---<A Larger Task

----- Message body -----

Greg, aren't you glad you asked? Greg & Stuart:

b/sj

Keller is fine with this as long as your work schedules permit. We need to get this thing cranking to get it all done in the next week or so. Call me with any questions 6-7055 Thanks Tom

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<"Greg Daines" <gdaines@tms-hq.com>---<Re: What's going on? Pretty quiet here. Greg.

-----  
----- Message body -----  
I'm cranking on this NEP stuff. Brian is working on some material for sam that I will probably get hit with next week while B is on vacation. If you see Brian over there and you don't have anything to work on, you can ask him if there's any way to help him out. he's going through some spreadsheets now, but may have some non-spreadsheet material that he needs help with. "Greg Daines" <gdaines@tms-hq.com> on 08/15/2001 09:33:52 AM To: Tom.Kimbis@EE.DOE.GOV cc: Subject: What's going on? Pretty quiet here. Greg.

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Michael York/OU=EE/O=DOE@DOE;CN=Darrell Beschlen/OU=EE/O=DOE@DOE>---<NEP event list

-----  
----- Message body -----

I'm free tomorrow to go over what we need to do next on NEP implementation. Tom

-----  
----- Attachments -----  
Extracted NEP Action List - DAB.xls: 71680 bytes  
Extracted NEP Action List Chron- DAB.xls: 70144 bytes

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Jeff Dowd/OU=EE/O=DOE@DOE>---<correction

-----  
----- Message body -----  
here it is - it's the first slide that has the correct order. FYI: all of the versions of the documents I've saved are located on our P drive in the folder named: P:\ANALYSIS\Calls\Ppresentations\Blake on Intensity (NEP)

-----  
----- Attachments -----  
Extracted inserts.ppt: 659456 bytes

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Jeff Dowd/OU=EE/O=DOE@DOE>---<EE Goal

-----  
----- Message body -----

Jeff:

b/sj

Handwritten initials

Handwritten notes: 6/15/01

Tom

-----  
----- Attachments -----  
Extracted NEP4-14 v5 tpk.ppt: 221696 bytes  
Extracted Pages from Intensity from NEP.pdf: 56338 bytes

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<MShapiro43@cs.com>---<NEP chart

-----  
----- Message body -----  
I paused the search - want to make sure you have this on time. Call me with any questions. Tom Chart: Table of the NEP Recos:

-----  
----- Attachments -----





the total funding level for that activity -- trying to split the funding to a finer level or to avoid double-counting is useless. (For the same reason, we consolidated the subdivisions of recommendations.) Thus the table is indicative of the amount of resources that we can claim address any given recommendation, but one can't try to sum up the numbers across multiple recommendations. If you could have the review finished by COB Thursday that would be great. Thanks. Randy. ----- Forwarded by Randy Steer/EE/DOE on 07/31/2001 09:47 AM ----- Richard Budzich 07/27/2001 04:35 PM To: Adrienne.moss@hq.doe.gov cc: Buddy Garland/EE/DOE@DOE, Patricia Breed/CR/DOE@CRDOE, Randy Steer/EE/DOE@DOE, Fred Glatstein/EE/DOE@DOE Subject: National Energy Policy Pricing Estimate Ms. Moss:

RICK BUDZICH EE-Budget PHONE: 360-3346

-----Attachments-----

Extracted nep1r.xls: 84992 bytes

-----  
CN=Tom Kimbis/OU=EE/O=DOE>---<CN=Darrell Beschen/OU=EE/O=DOE@DOE>---<Follow up

----- Message body -----

Darrell:

**Marbía, Alethia**

---

**From:** Reed, Craig  
**Sent:** Thursday, July 05, 2001 6:53 PM  
**To:** Blake, Francis; McMonigle, Joe; Lopatto, Jeanne  
**Cc:** McSiarrow, Kyle  
**Subject:** FW: Implementation Achievements



IEP Implementation PIC11469.PCX  
7-5.xls

FYI: The NEPDG meeting for next Tuesday is going to be delayed until next Friday.  
Craig

-----Original Message-----

**From:** Karen Y. Knutson@ovp.eop.gov<internet [mailto:Karen\_Y\_Knutson@ovp.eop.gov]>  
**Sent:** Thursday, July 05, 2001 6:41 PM  
**To:** Reed, Craig  
**Subject:** RE: Implementation Achievements

Craig - FYI - the meeting on Tuesday is being postponed until Friday of next week - so don't kill yourself tonight. I just found out - you guys will probably hear tomorrow.

(Embedded  
image moved "Reed, Craig" <Craig.Reed@hq.doe.gov>  
to file: 07/05/2001 05:00:03 PM  
PIC11469.PCX)

Record Type: Record

**To:** Karen Y. Knutson/OVP/EOP  
**cc:**  
**Subject:** RE: Implementation Achievements

Karen,  
I have incorporated all of the inputs I have received; I'm still missing a couple. If this format is too dense for your purposes I can try to highlight some key accomplishments for you; please let me know what serves your purposes best. I will be here late tonight working charts for Tuesday so call if I can help.  
Thanks,  
Craig  
202-566-8877

-----Original Message-----

3

E - 5

**Marble, Alethia**

---

**From:** Kolevar, Kevin  
**Sent:** Friday, July 06, 2001 10:11 AM  
**To:** Blake, Francis; Reed, Craig; Kelliher, Joseph; Hutto, Chase  
**Subject:** FW: NGA Energy Policy



Comprehensive  
Policy Draft - R...

-----Original Message-----

**From:** Bryan Roosa [mailto:RoosaB@exec.state.mi.us]  
**Sent:** Friday, July 06, 2001 9:41 AM  
**To:** Kolevar, Kevin  
**Subject:** NGA Energy Policy

25271

DOE027-0011

5

E - 5

**Marble, Alethia**

---

**From:** Anderson, Margot  
**Sent:** Friday, July 06, 2001 5:15 PM  
**To:** Blake, Francis  
**Cc:** Carter, Douglas; Braitsch, Jay; KYDES, ANDY; Silva, Robert; Karpoff, Peter; HUTZLER, MARY; SITZER, SCOTT; VAGTS, KEN  
**Subject:** NEP counterfactual

Deputy Secretary Blake,

Margot



without the NEP  
.wpd

1

B 6

---

**Marble, Alethia**

**From:** Reed, Craig  
**Sent:** Thursday, July 19, 2001 10:27 PM  
**To:** Blake, Francis  
**Subject:** Updated Talking Points for NEP Meeting



Talking Points - NEP  
Imp (7-20...

*Craig R. Reed*

Craig R. Reed, Ph.D.  
Senior Policy Advisor  
Office of the Secretary  
Department of Energy  
phone: (202) 586-6210  
direct line: (202) 586-8877

- B6

9

**Marble, Alethia**

---

**From:** Anderson, Margot  
**Sent:** Wednesday, August 01, 2001 12:01 PM  
**To:** Kripowicz, Robert; Braitsch, Jay; Carter, Douglas; Vernet, Jean; Terry, Tracy; Conti, John; Hoffman, Patricia; Faulkner, Doug; Dixon, Robert; Stamos, John; Kelliher, Joseph; Glotfelty, Jimmy; Reed, Craig; Brouillette, Dan; York, Michael; O'Donovan, Kevin; Otis, Lee; Dobriansky, Larisa; Fraser, Kristen  
**Cc:** Blake, Francis  
**Subject:** RE: 3 P follow-up

Folks,

Margot



Multipollutant  
Renewables Opti...

25288

DOE027-0028

11

B - S

**Marble, Alethia**

---

**From:** Kripowicz, Robert  
**Sent:** Wednesday, August 01, 2001 2:01 PM  
**To:** Card, Robert; Blake, Francis; Carnes, Bruce  
**Cc:** Okey, Randi; Edwards, Christina; Reed, Craig; Kolevar, Kevin; Hutto, Chase  
**Subject:** Clean coal initiative program plan  
  
**Importance:** High



CCPI program  
; plan-draft.doc

**Marble, Alethia**

---

**From:** Robert\_C.\_McNally@opd.eop.gov%internet [Robert\_C.\_McNally@opd.eop.gov]  
**Sent:** Monday, September 24, 2001 11:47 AM  
**To:** Blake, Francis  
**Subject:** RE: Boutique fuels



pic06644.pcx

Jeff told me they sent it over on Aug 23 and were told they'd have a response by Sep 10 but so far have heard nothing. I called you back...I was hoping to talk about today's 4pm.

(Embedded  
image moved "Blake, Francis" <Francis.Blake@hq.doe.gov>  
to file: 09/24/2001 11:33:08 AM  
pic06644.pcx)

Record Type: Record

To: Robert C. McNally/OPD/EOP@EOP  
cc: "O'Donovan, Kevin" <Kevin.ODonovan@eia.doe.gov>, "McNutt, Barry" <Barry.McNUTT@hq.doe.gov>  
Subject: RE: Boutique fuels

-- Frank

-----Original Message-----  
From: Robert\_C.\_McNally@opd.eop.gov%internet  
[mailto:Robert\_C.\_McNally@opd.eop.gov]  
Sent: Monday, September 24, 2001 11:14 AM  
To: Blake, Francis  
Cc: O'Donovan, Kevin  
Subject: Boutique fuels

Thanks,  
Bob

13

B - 5

Marble, Alethia

---

**From:** Conti, John  
**Sent:** Thursday, August 02, 2001 5:26 PM  
**To:** Anderson, Margot; Kripowicz, Robert; Braitsch, Jay; Carter, Douglas; Vernet, Jean; Terry, Tracy; Hoffman, Patricia; Faulkner, Doug; Dixon, Robert; Stamos, John; Kelliher, Joseph; Glotfelty, Jimmy; Reed, Craig; Brouillette, Dan; York, Michael; O'Donovan, Kevin; Otis, Lee; Dobriansky, Larisa; Fraser, Kristen  
**Cc:** Blake, Francis  
**Subject:** RE: 3 P follow-up



allocation options  
2.doc

-----Original Message-----

**From:** Anderson, Margot  
**Sent:** Wednesday, August 01, 2001 12:01 PM  
**To:** Kripowicz, Robert; Braitsch, Jay; Carter, Douglas; Vernet, Jean; Terry, Tracy; Conti, John; Hoffman, Patricia; Faulkner, Doug; Dixon, Robert; Stamos, John; Kelliher, Joseph; Glotfelty, Jimmy; Reed, Craig; Brouillette, Dan; York, Michael; O'Donovan, Kevin; Otis, Lee; Dobriansky, Larisa; Fraser, Kristen  
**Cc:** Blake, Francis  
**Subject:** RE: 3 P follow-up

Folks,

Margot

<< File: Multipollutant Renewables Options TwoPager.wpd >>

15

C - 5

**Marble, Alethia**

---

**From:** McNutt, Barry  
**Sent:** Tuesday, September 25, 2001 4:22 PM  
**To:** 'simon.karl@epamail.epa.gov'  
**Cc:** Breed, William; Anderson, Margot; Blake, Francis; O'Donovan, Kevin; White, Thomas; Shore, Joanne; Kendell, James  
**Subject:** DOE Comments on EPA Draft Boutique Fuels Report.

Barry



boutique  
fuels,epareport.wpd

17

**Marble, Alethia**

---

**From:** O'Donovan, Kevin  
**Sent:** Monday, September 24, 2001 5:34 PM  
**To:** 'virginia\_stephens@ceq.eop.gov'; 'Robert\_C.\_McNally@opd.eop.gov'; 'Karen\_Y.\_Knutson@ovp.eop.gov'  
**Cc:** Blake, Francis; Hutzler, Mary  
**Subject:** Boutique Fuels



Boutique Fuel9.doc

19

E - 5

Marble, Alethia

---

**From:** McNutt, Barry  
**Sent:** Tuesday, September 25, 2001 4:22 PM  
**To:** 'simon.karl@epamail.epa.gov'  
**Cc:** Breed, William; Anderson, Margot; Blake, Francis; O'Donovan, Kevin; White, Thomas; Shore, Joanne; Kendell, James  
**Subject:** DOE Comments on EPA Draft Boutique Fuels Report.

Barry



boutique  
fuels,epareport.wpd

21

B - 5

Marble, Alethia

From: Reed, Craig  
Sent: Monday, July 02, 2001 8:59 AM  
To: Marble, Alethia  
Subject: FW: NEP Implementation Latest Action Inputs



NEP ImplementationActions Completed  
7-1.xls 7-1.xls

Alethia,

Would you please make sure that Frank received this? I sent it from Colorado, from my wife's email yesterday and wasn't sure I had the right email address.

Thanks,  
Craig

-----Original Message-----

5/6) ✓

From: Blake, Francis  
To: Reed, Craig  
Subject: NEP Implementation Latest Action Inputs

Frank,

Craig

25333

DOE027-0073

24

R - 5

Marble, Alethia

---

**From:** Anderson, Margot  
**Sent:** Tuesday, February 19, 2002 6:13 PM  
**To:** Blake, Francis  
**Cc:** Conti, John; Dobriansky, Larisa; Carter, Douglas  
**Subject:** RE: 3P post-graduate work

Frank,

We will get you more details over the next several days but to get the resource discussion started:

Margot (on behalf of myself, Doug, and John)

-----Original Message-----

**From:** Blake, Francis  
**Sent:** Tuesday, February 19, 2002 5:49 PM  
**To:** Carter, Douglas  
**Cc:** Anderson, Margot; Conti, John; Dobriansky, Larisa  
**Subject:** RE: 3P post-graduate work

Doug -- Agree w. you; post-grad work is essential. Let me know what support is required on resources. -- Frank

-----Original Message-----

**From:** Carter, Douglas  
**Sent:** Tuesday, February 19, 2002 5:11 PM  
**To:** Blake, Francis  
**Cc:** Anderson, Margot; Conti, John; Dobriansky, Larisa  
**Subject:** 3P post-graduate work

Frank -

25396

DOE027-0136

Doug Carter



**Dr. Alfred Tacke**

State Secretary  
Born 1951 in Celle  
Married, one child

**Education**

1971  
1971 - 1975

Abitur  
Studied economics at Universities of Freiburg  
and Berlin

**Professional Career**

1976 - 1987

Assistant at the University of Oldenburg

1982

Received Doctorate at University of Oldenburg

1987 - 1990

Official of DGB (German Trade Union Federation)  
in the state of Lower Saxony;  
active in section in charge of economic and  
environmental policy

1990

Head of section responsible for economic and  
structural policy in State Chancery of Lower Saxony

1991 - 1998

Administrative State Secretary in the Ministry  
of Economics, Technology and Transport of  
Lower Saxony

since 27. October 1998

Administrative State Secretary in the Federal  
Ministry of Economics and Technology

since 14. November 2000

Personal Representative of the Federal Chancellor  
for the World Economic Summit

26

F - 5

Marble, Alethia

---

**Subject:** NEP Implementation Focus Meeting

**Location:** DepSec Conference Room

**Start:** Wed 7/25/2001 12:30 PM  
**End:** Wed 7/25/2001 1:30 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Required Attendees:** Anderson, Margot; Barrett, Lake; Brouillette, Dan; Carnes, Bruce; Cary, Steven; Garman, David; Kripowicz, Robert; Lopatto, Jeanne; Magwood, William; McBroom, John; McMonigle, Joe; Otis, Lee; PETTIS, LARRY; Pumphrey, David; Angulo, Veronica; Braitsch, Jay, Brown, Larry; Detwiler, Paul; Edwards, Christina; Glotfelty, Jimmy; Hudome, Randa; Hutto, Chase; Kelliher, Joseph; Kolevar, Kevin; Lahood, Samuel; Marble, Alethia; Porter, Robert; Reed, Craig; Schroeder, Jill; Silva, Robert; Tripodi, Cathy; Whatley, Michael; York, Michael; Zimmerman, MaryBeth; zz07/23zzFaulkner, Doug

27

2 - 5

Marble, Alethia

---

Subject: NEP Implementation Focus Meeting --  
Location: DepSec Conference Room

Start: Tue 7/24/2001 2:00 PM  
End: Tue 7/24/2001 3:00 PM  
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Required Attendees: Anderson, Margot; Barrett, Lake; Brouillette, Dan; Carnes, Bruce; Cary, Steven; Garman, David; Kripowicz, Robert; Lopatto, Jeanne; Magwood, William; McBroom, John; McMonigle, Joe; Olis, Lee; PETTIS, LARRY; Pumphrey, David; Angulo, Veronica; Braitsch, Jay; Brown, Larry; Detwiler, Paul; Edwards, Christina; Glotfelty, Jimmy; Hudome, Randa; Hutto, Chase; Kelliher, Joseph; Kolevar, Kevin; Lahood, Samuel; Marble, Alethia; Porter, Robert; Reed, Craig; Schroeder, Jill; Silva, Robert; Tripodi, Cathy; Whatley, Michael; York, Michael; Zimmerman, MaryBeth; zz07/23zzFaulkner, Doug

28

3 - 5

**Marble, Alethia**

---

**Subject:** NEP Implementation Focus Meeting -  
**Location:** DepSec Conference Room

**Start:** Tue 7/24/2001 2:00 PM  
**End:** Tue 7/24/2001 3:00 PM  
**Show Time As:** Tentative

**Recurrence:** (none)

**Meeting Status:** Not yet responded

**Required Attendees:** Anderson, Margot; Barrett, Lake; Brouillette, Dan; Carnes, Bruce; Cary, Steven; Garman, David; Kripowicz, Robert; Lopatto, Jeanne; Magwood, William; McBroom, John; McMonigle, Joe; Otis, Lee; PETTIS, LARRY; Pumphrey, David; Angulo, Veronica; Braitsch, Jay; Brown, Larry; Detwiler, Paul; Edwards, Christina; Glotfelty, Jimmy; Hudome, Randa; Hutto, Chase; Kelliher, Joseph; Kolevar, Kevin; Lahood, Samuel; Marble, Alethia; Porter, Robert; Reed, Craig; Schroeder, Jill; Silva, Robert; Tripodi, Cathy; Whatley, Michael; York, Michael; Zimmerman, MaryBeth; zz07/23zzFaulkner, Doug

25405

DOE027-0145

29

The subject for the meeting tomorrow is "Western Considerations for a Multi-Pollutant Air Quality Regulatory Program." The group is WEST Associates

**E. Donald Elliott**  
Paul, Hastings, Janofsky & Walker  
1299 Pennsylvania Ave. NW-Suite 1000  
Washington, DC 20004-2400  
Direct: (202) 508-9558  
Fax: (202) 508-9700 or Direct Fax: (202) 508-8558

b(6)

Switchboard: (202) 508-9500  
e-mail: [edonaldelliott@paulhastings.com](mailto:edonaldelliott@paulhastings.com)  
asst: Martha Pyle  
(202) 508-9869

"paulhastings.com" made the following annotations on 08/27/01 18:02:07

NEW E-MAIL ADDRESSES AT PAUL, HASTINGS, JANOFSKY & WALKER LLP

We have changed our e-mail address. Our new domain name is paulhastings.com. In most cases, our address is composed of conventional first name and last name plus @paulhastings.com. Here are two examples: [janesmith@paulhastings.com](mailto:janesmith@paulhastings.com) and [danjones@paulhastings.com](mailto:danjones@paulhastings.com). If you have any questions, please contact us at [noc@paulhastings.com](mailto:noc@paulhastings.com).

"The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from all computers."

Alethia – Here's the list for tomorrow. Sorry for the confusion. Please confirm receipt by return email.

Robbie Aiken, Pinnacle West Capital Corp.

Renee Eastman, The Salt River Project

Don Elliott, Paul, Hastings

Dave Lock, Platte River Power Authority

C.V. Mathai, Pinnacle West Capital Corp.

Gloria Quinn, Southern California Edison

David Steele, Strategic issue management Group

Linda Stuntz, representing PacifiCorp

**E. Donald Elliott**

Paul, Hastings, Janofsky & Walker

1299 Pennsylvania Ave. NW-Suite 1000

Washington, DC 20004-2400

Direct: (202) 508-9558

Fax: (202) 508-9700 or Direct Fax: (202) 508-8558

b(6)

Switchbd: (202) 508-9500

e-mail: [edonaldelliott@paulhastings.com](mailto:edonaldelliott@paulhastings.com)

asst: Martha Pyle

(202) 508-9869

"paulhastings.com" made the following annotations on 08/27/01 17:31:44

**NEW E-MAIL ADDRESSES AT PAUL, HASTINGS, JANOFSKY & WALKER LLP**

We have changed our e-mail address. Our new domain name is paulhastings.com. In most cases, our address is composed of conventional first name and last name plus @paulhastings.com. Here are two examples: janesmith@paulhastings.com and danjones@paulhastings.com. If you have any questions, please contact us at noc@paulhastings.com.

"The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this in error, please contact the sender and delete the material from all computers."

31

B - 5

**Marble, Alethia**

---

**From:** Fraser, Kristen  
**Sent:** Friday, June 22, 2001 3:14 PM  
**To:** Otis, Lee; DepSec; Blake, Francis; Card, Robert; Brouillette, Dan; Whatley, Michael; Garman, David; Kelliher, Joseph; Kolevar, Kevin; Glotfelty, Jimmy  
**Subject:** Draft Legislative/Press Agenda

33

**Marble, Alethia**

---

**From:** Faulkner, Doug  
**Sent:** Tuesday, June 12, 2001 3:48 PM  
**To:** Blake, Francis  
**Subject:** FW: FW:

fyi. per earlier message from kyle

-----Original Message-----

**From:** David Garman  
**Sent:** Tuesday, June 12, 2001 3:31 PM  
**To:** McSarrow, Kyle  
**Cc:** Faulkner, Doug; Haspel, Abe  
**Subject:** Re: FW:

OK.

David, Abe, Doug and company.

ec

25425

DOE027-0165

34

E - S

**Marble, Alethia**

---

**From:** McSllarrow, Kyle  
**Sent:** Tuesday, June 12, 2001 4:13 PM  
**To:** Blake, Francis  
**Subject:** FW: POTUS event on Vampires

Sorry, I accidentally sent this to your old GE email.

-----Original Message-----

**From:** McSllarrow, Kyle  
**Sent:** Tuesday, June 12, 2001 2:44 PM  
**To:** Frank Blake (E-mail); Garman, David; Reed, Craig; Kolevar, Kevin; Faulkner, Doug  
**Subject:** FW: POTUS event on Vampires

Frank, et al:

K

-----Original Message-----

**From:** Robert\_C. McNally@opd.eop.gov%internet  
[mailto:Robert\_C. McNally@opd.eop.gov]  
**Sent:** Tuesday, June 12, 2001 1:54 PM  
**To:** McSllarrow, Kyle  
**Cc:** D. Marcus Sumerlin@opd.eop.gov%internet;  
Kevin J. Martin@opd.eop.gov%internet;  
John M. Ackerly@opd.eop.gov%internet  
**Subject:** POTUS event on Vampires

Kyle\_\_

Thanks,  
Bob

30

B - 5

Marble, Alethia

**From:** Patricia Reed [reedp@idcomm.com]  
**Sent:** Sunday, July 01, 2001 9:43 AM  
**To:** Blake, Francis  
**Cc:** Reed, Craig  
**Subject:** NEP Implementation Latest Action Inputs



NEP Implementation Actions Completed  
7-1.xls      7-1.xls

Frank,

Craig

31

Marble, A'ethia

From: Cavanaugh, Ellen (CORP) [Ellen.Cavanaugh@corporate.ge.com]  
Sent: Thursday, July 05, 2001 12:07 PM  
To: Blake, Francis  
Subject: FW: CSFB: Energy Technology Bulletin - Issue 71



CSFB\_EnergyTech\_ June2901.pdf

-----Original Message-----

From: Jeffreys, Cameron [mailto:cameron.jeffreys@csfb.com]  
Sent: Friday, June 29, 2001 9:41 AM  
Subject: CSFB: Energy Technology Bulletin - Issue 71

<<CSFB\_EnergyTech\_June2901.pdf>>

Summary:

\* The US Department of Energy awarded \$85.7 million in grants primarily targeting fuel cells. International Fuel Cells (IFC) was awarded \$14.5 million and Honeywell was given \$9 million to develop various components of fuel cell technology. Caterpillar was awarded \$2.5 million to develop a methanol-powered fuel cell. Other companies that were given grants were Air Products & Chemicals (hydrogen fueling station), General Motors, 3M and the universities of Michigan and Wisconsin.  
\* FuelCell Energy has shipped a 250kW Direct FuelCell (DFC) to a Mercedes-Benz manufacturing facility in Alabama. The power generated will supplement the existing power distribution system and provide those involved with operating data and experience with the fuel cell unit.

Regards,

Marko Pencak  
416-352-4580  
Cameron Jeffreys (Associate)  
416-352-4581

Energy Technology Research  
CREDIT | FIRST  
SUISSE | BOSTON

This message is for the named person's use only. It may contain confidential, proprietary or legally privileged information. No confidentiality or privilege is waived or lost by any mistransmission. If you receive this message in error, please immediately delete it and all copies of it from your system, destroy any hard copies of it and notify the sender. You must not, directly or indirectly, use, disclose, distribute, print, or copy any part of this message if you are not the intended recipient. CREDIT SUISSE GROUP and each of its subsidiaries each reserve the right to monitor all e-mail communications through its networks. Any views expressed in this message are those of the individual sender, except where the message states otherwise and the sender is authorized to state them to be the views of any such entity. Unless otherwise stated, any pricing information given in this message is indicative only, is subject to change and does not constitute an offer to

deal at any price quoted.  
Any reference to the terms of executed transactions should be treated as preliminary only and subject to our formal written confirmation.

38

## DESK NOTES

**CREDIT SUISSE** | FIRST BOSTON

CREDIT SUISSE FIRST BOSTON CORPORATION

**Equity Research**

Americas

Global/Energy Technology

June 29, 2001

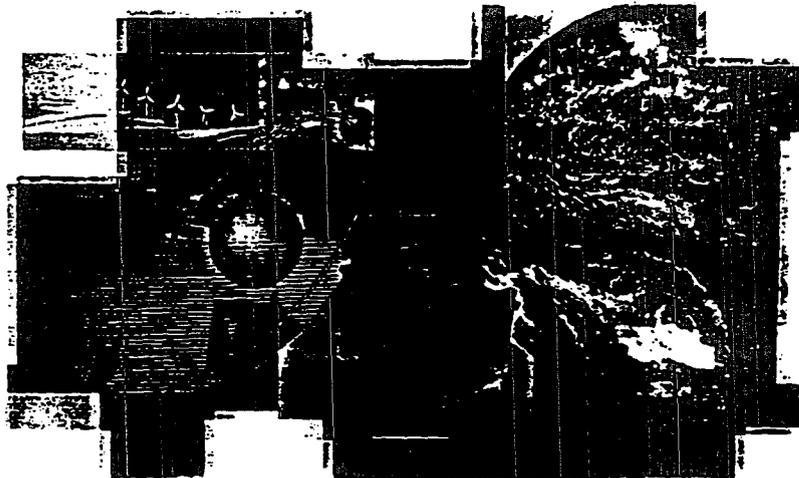
ISSUE 71

## Energy Technology Bulletin

The Coming Revolution in Power Technology.

**Marko Pencak**  
1 416 352 4580  
marko.pencak@csfb.com

**Cameron Jeffreys**  
1 416 352 4581  
cameron.jeffreys@csfb.com



Source: CSFB Graphics

- DOE issues grants to IFC, Honeywell, and Caterpillar
- FuelCell Energy ships another unit

25474

DOE027-0214

---

**"Off the Wire"**

---

**DOE issues grants to IFC, Honeywell, and Caterpillar**

The US Department of Energy awarded \$85.7 million in grants primarily targeting fuel cells. International Fuel Cells (IFC) was awarded \$14.5 million and Honeywell was given \$9 million to develop various components of fuel cell technology. Caterpillar was awarded \$2.5 million to develop a methanol-powered fuel cell. Other companies that were given grants were Air Products & Chemicals (hydrogen fueling station), General Motors, 3M and the universities of Michigan and Wisconsin.

**FuelCell Energy ships another unit**

The company has shipped a 250kW Direct FuelCell (DFC) to a Mercedes-Benz manufacturing facility in Alabama. The power generated will supplement the existing power distribution system and provide those involved with operating data and experience with the fuel cell unit.

---

N.B.: CREDIT SUISSE FIRST BOSTON CORPORATION may have, within the last three years, served as a manager or co-manager of a public offering of securities for or makes a primary market in issues of any or all of the companies mentioned.

Air Products & Chemicals (APD, US\$45.47, Hold)  
Caterpillar (CAT, US\$50.66, Buy)  
DaimlerChrysler (DCX, US\$44.70, Buy)  
FuelCell Energy (FCEL, US\$22.44, Buy)  
General Motors (GM, US\$63.77, Buy)  
Honeywell (HON, US\$38.20, NR)  
Minnesota, Mining & Manufacturing (MMM, US\$115.86, NR)  
United Technologies (UTX, US\$74.30, Buy)

**CREDIT SUISSE FIRST BOSTON**

AMSTERDAM .....	31 20 5754 890	LONDON .....	44 20 7888 8888	SAN FRANCISCO...	1 415 836 7600
ATLANTA.....	1 404 656 9500	MADRID .....	34 91 423 16 00	SÃO PAULO .....	55 11 3841 6000
AUCKLAND .....	64 9 302 5500	MELBOURNE .....	61 3 9280 1666	SEOUL .....	82 2 3707 3700
BALTIMORE .....	1 410 223 3000	MEXICO .....	52 5 283 89 00	SHANGHAI.....	86 21 6881 8418
BEIJING .....	86 10 6410 6611	MILAN.....	39 02 7702 1	SINGAPORE .....	65 538 6322
BOSTON .....	1 617 556 5500	MOSCOW .....	7 501 967 8200	SYDNEY .....	61 2 8205 4400
BUDAPEST.....	36 1 202 2188	MUMBAI.....	91 22 230 6333	TAIPEI .....	886 2 2715 6388
BUENOS AIRES .....	54 11 4394 3100	NEW YORK.....	1 212 325 2000	TOKYO .....	81 3 5404 9000
CHICAGO.....	1 312 750 3000	PALO ALTO.....	1 650 614 5000	TORONTO.....	1 416 352 4500
FRANKFURT.....	49 69 75 38 0	PARIS .....	33 1 40 76 8888	VIENNA .....	43 1 512 3023
GENEVA.....	41 22 394 70 00	PASADENA .....	1 626 395 5100	WARSAW.....	48 22 695 0050
HOUSTON.....	1 713 220 6700	PHILADELPHIA.....	1 215 851 1000	WELLINGTON.....	64 4 474 4400
HONG KONG .....	852 2101 6000	PRAGUE.....	420 2 210 83111	ZUG .....	41 41 727 97 00
				ZURICH .....	41 1 333 55 55

Copyright Credit Suisse First Boston, and its subsidiaries and affiliates, 2000. All rights reserved.

This report is not directed to, or intended for distribution to or use by, any person or entity who is a citizen or resident of or located in any locality, state, country or other jurisdiction where such distribution, publication, availability or use would be contrary to law or regulation or which would subject Credit Suisse First Boston or its subsidiaries or affiliates (collectively "CSFB") to any registration or licensing requirement within such jurisdiction. All material presented in this report, unless specifically indicated otherwise, is under copyright to CSFB. None of the material, nor its content, nor any copy of it, may be altered in any way, transmitted to, or distributed to any other party, without the prior express written permission of CSFB. All trademarks, service marks and logos used in this report are trademarks or service marks or registered trademarks or service marks of CSFB.

The information, tools and material presented in this report are provided to you for information purposes only and are not to be used or considered as an offer or the solicitation of an offer to sell or to buy or subscribe for securities or other financial instruments. CSFB has not taken any steps to ensure that the securities referred to in this report are suitable for any particular investor.

Information and opinions presented in this report have been obtained or derived from sources believed by CSFB to be reliable, but CSFB makes no representation as to their accuracy or completeness and CSFB accepts no liability for loss arising from the use of the material presented in this report where permitted by law and/or regulation. This report is not to be relied upon in substitution for the exercise of independent judgment. CSFB may have issued other reports that are inconsistent with, and reach different conclusions from, the information presented in this report. Those reports reflect the different assumptions, views and analytical methods of the analysts who prepared them.

CSFB may, to the extent permitted by law, participate or invest in financing transactions with the issuer(s) of the securities referred to in this report, perform services for or solicit business from such issuers, and/or have a position or effect transactions in the securities or options thereon. In addition, it may make markets in the securities mentioned in the material presented in this report. CSFB may, to the extent permitted by law, act upon or use the information or opinions presented herein, or the research or analysis on which they are based, before the material is published. CSFB may have, within the last three years, served as manager or co-manager of a public offering of securities for, or currently may make a primary market in issues of, any or all of the companies mentioned in this report. Additional information is available on request.

Past performance should not be taken as an indication or guarantee of future performance, and no representation or warranty, express or implied, is made regarding future performance. Information, opinions and estimates contained in this report reflect a judgment at its original date of publication by CSFB and are subject to change. The value and income of any of the securities or financial instruments mentioned in this report can fall as well as rise, and is subject to exchange rate fluctuation that may have a positive or adverse effect on the price or income of such securities or financial instruments. Investors in securities such as ADRs, the values of which are influenced by currency fluctuation, effectively assume this risk.

Structured securities are complex instruments, typically involve a high degree of risk and are intended for sale only to sophisticated investors who are capable of understanding and assuming the risks involved. The market value of any structured security may be affected by changes in economic, financial and political factors (including, but not limited to, spot and forward interest and exchange rates), time to maturity, market conditions and volatility, and the credit quality of any issuer or reference issuer. Any investor interested in purchasing a structured product should conduct its own investigation and analysis of the product and consult with its own professional advisers as to the risks involved in making such a purchase.

This report is distributed in Europe by Credit Suisse First Boston (Europe) Limited, which is regulated in the United Kingdom by The Securities and Futures Authority ("SFA"). It is not for distribution to private customers as defined by the rules of The SFA. This report is distributed in the United States by Credit Suisse First Boston Corporation; in Canada by Credit Suisse First Boston Securities Canada, Inc.; in Brazil by Banco de Investimentos Credit Suisse First Boston Garantia S.A.; in Japan by Credit Suisse First Boston Securities (Japan) Limited; elsewhere in Asia/Pacific by Credit Suisse First Boston (Hong Kong) Limited; Credit Suisse First Boston Australia Equities Limited; Credit Suisse First Boston NZ Securities Limited, Credit Suisse First Boston Singapore Branch and elsewhere in the world by an authorized affiliate.

In jurisdictions where CSFB is not already registered or licensed to trade in securities, transactions will only be effected in accordance with applicable securities legislation, which will vary from jurisdiction to jurisdiction and may require that the trade be made in accordance with applicable exemptions from registration or licensing requirements. Non-U.S. customers wishing to effect a transaction should contact a CSFB entity in their local jurisdiction unless governing law permits otherwise. U.S. customers wishing to effect a transaction should do so only by contacting a representative of Credit Suisse First Boston Corporation in the U.S.

CSFB\_EnergyTech\_June2901.doc

25476

DOE027-0216

## DESK NOTES

**CREDIT SUISSE** FIRST BOSTON

CREDIT SUISSE FIRST BOSTON CORPORATION

### Equity Research

Americas

Global/Energy Technology

June 29, 2001

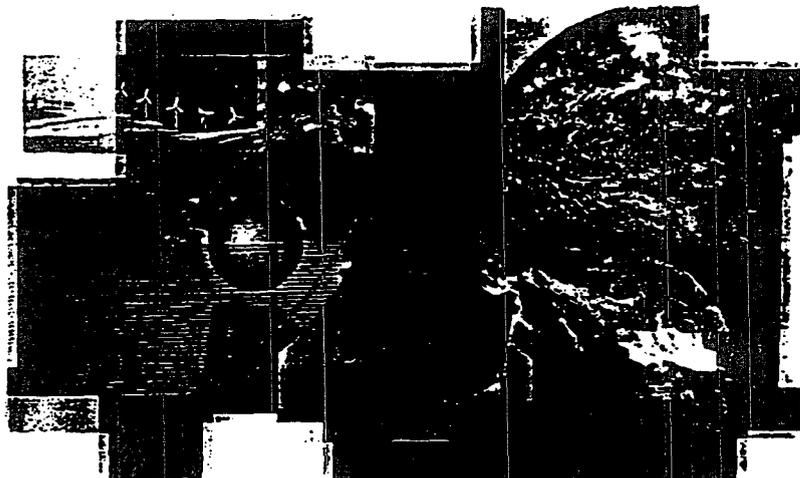
ISSUE 71

## Energy Technology Bulletin

The Coming Revolution in Power Technology.

**Marko Pencak**  
1 416 352 4580  
marko.pencak@csfb.com

**Cameron Jeffreys**  
1 416 352 4581  
cameron.jeffreys@csfb.com



Source: CSFB Graphics

- DOE issues grants to IFC, Honeywell, and Caterpillar
- FuelCell Energy ships another unit

25477

DOE027-0217

---

**"Off the Wire"**

---

**DOE issues grants to IFC, Honeywell, and Caterpillar**

The US Department of Energy awarded \$85.7 million in grants primarily targeting fuel cells. International Fuel Cells (IFC) was awarded \$14.5 million and Honeywell was given \$9 million to develop various components of fuel cell technology. Caterpillar was awarded \$2.5 million to develop a methanol-powered fuel cell. Other companies that were given grants were Air Products & Chemicals (hydrogen fueling station), General Motors, 3M and the universities of Michigan and Wisconsin.

**FuelCell Energy ships another unit**

The company has shipped a 250kW Direct FuelCell (DFC) to a Mercedes-Benz manufacturing facility in Alabama. The power generated will supplement the existing power distribution system and provide those involved with operating data and experience with the fuel cell unit.

---

N.B.: CREDIT SUISSE FIRST BOSTON CORPORATION may have, within the last three years, served as a manager or co-manager of a public offering of securities for or makes a primary market in issues of any or all of the companies mentioned.

Air Products & Chemicals (APD, US\$45.47, Hold)  
Caterpillar (CAT, US\$50.66, Buy)  
DaimlerChrysler (DCX, US\$44.70, Buy)  
FuelCell Energy (FCEL, US\$22.44, Buy)  
General Motors (GM, US\$63.77, Buy)  
Honeywell (HON, US\$38.20, NR)  
Minnesota, Mining & Manufacturing (MMM, US\$115.86, NR)  
United Technologies (UTX, US\$74.30, Buy)

**CREDIT FIRST  
SUISSE BOSTON**

AMSTERDAM.....31 20 5754 890	LONDON.....44 20 7888 8888	SAN FRANCISCO... 1 415 836 7600
ATLANTA.....1 404 656 9500	MADRID.....34 91 423 16 00	SÃO PAULO ..... 55 11 3841 6000
AUCKLAND.....64 9 302 5500	MELBOURNE.....61 3 9280 1666	SEOUL ..... 82 2 3707 3700
BALTIMORE.....1 410 223 3000	MEXICO.....52 5 283 89 00	SHANGHAI.....86 21 6881 8418
BEIJING.....86 10 6410 6611	MILAN.....39 02 7702 1	SINGAPORE.....65 538 6322
BOSTON.....1 617 556 5500	MOSCOW.....7 501 967 8200	SYDNEY.....61 2 8205 4400
BUDAPEST.....36 1 202 2188	MUMBAI.....91 22 230 6333	TAIPEI.....886 2 2715 6388
BUENOS AIRES...54 11 4394 3100	NEW YORK.....1 212 325 2000	TOKYO.....81 3 5404 9000
CHICAGO.....1 312 750 3000	PALO ALTO.....1 650 614 5000	TORONTO.....1 416 352 4500
FRANKFURT.....49 69 75 38 0	PARIS.....33 1 40 76 8888	VIENNA.....43 1 512 3023
GENEVA.....41 22 394 70 00	PASADENA.....1 626 395 5100	WARSAW.....48 22 695 0050
HOUSTON.....1 713 220 6700	PHILADELPHIA...1 215 851 1000	WELLINGTON.....64 4 474 4400
HONG KONG.....852 2101 6000	PRAGUE.....420 2 210 83111	ZUG.....41 41 727 97 00
		ZURICH.....41 1 333 55 55

Copyright Credit Suisse First Boston, and its subsidiaries and affiliates, 2000. All rights reserved.

This report is not directed to, or intended for distribution to or use by, any person or entity who is a citizen or resident of or located in any locality, state, country or other jurisdiction where such distribution, publication, availability or use would be contrary to law or regulation or which would subject Credit Suisse First Boston or its subsidiaries or affiliates (collectively "CSFB") to any registration or licensing requirement within such jurisdiction. All material presented in this report, unless specifically indicated otherwise, is under copyright to CSFB. None of the material, nor its content, nor any copy of it, may be altered in any way, transmitted to, or distributed to any other party, without the prior express written permission of CSFB. All trademarks, service marks and logos used in this report are trademarks or service marks or registered trademarks or service marks of CSFB.

The information, tools and material presented in this report are provided to you for information purposes only and are not to be used or considered as an offer or the solicitation of an offer to sell or to buy or subscribe for securities or other financial instruments. CSFB has not taken any steps to ensure that the securities referred to in this report are suitable for any particular investor.

Information and opinions presented in this report have been obtained or derived from sources believed by CSFB to be reliable, but CSFB makes no representation as to their accuracy or completeness and CSFB accepts no liability for loss arising from the use of the material presented in this report where permitted by law and/or regulation. This report is not to be relied upon in substitution for the exercise of independent judgment. CSFB may have issued other reports that are inconsistent with, and reach different conclusions from, the information presented in this report. Those reports reflect the different assumptions, views and analytical methods of the analysts who prepared them.

CSFB may, to the extent permitted by law, participate or invest in financing transactions with the issuer(s) of the securities referred to in this report, perform services for or solicit business from such issuers, and/or have a position or effect transactions in the securities or options thereon. In addition, it may make markets in the securities mentioned in the material presented in this report. CSFB may, to the extent permitted by law, act upon or use the information or opinions presented herein, or the research or analysis on which they are based, before the material is published. CSFB may have, within the last three years, served as manager or co-manager of a public offering of securities for, or currently may make a primary market in issues of, any or all of the companies mentioned in this report. Additional information is available on request.

Past performance should not be taken as an indication or guarantee of future performance, and no representation or warranty, express or implied, is made regarding future performance. Information, opinions and estimates contained in this report reflect a judgment at its original date of publication by CSFB and are subject to change. The value and income of any of the securities or financial instruments mentioned in this report can fall as well as rise, and is subject to exchange rate fluctuation that may have a positive or adverse effect on the price or income of such securities or financial instruments. Investors in securities such as ADRs, the values of which are influenced by currency fluctuation, effectively assume this risk.

Structured securities are complex instruments, typically involve a high degree of risk and are intended for sale only to sophisticated investors who are capable of understanding and assuming the risks involved. The market value of any structured security may be affected by changes in economic, financial and political factors (including, but not limited to, spot and forward interest and exchange rates), time to maturity, market conditions and volatility, and the credit quality of any issuer or reference issuer. Any investor interested in purchasing a structured product should conduct its own investigation and analysis of the product and consult with its own professional advisers as to the risks involved in making such a purchase.

This report is distributed in Europe by Credit Suisse First Boston (Europe) Limited, which is regulated in the United Kingdom by The Securities and Futures Authority ("SFA"). It is not for distribution to private customers as defined by the rules of The SFA. This report is distributed in the United States by Credit Suisse First Boston Corporation; in Canada by Credit Suisse First Boston Securities Canada, Inc.; in Brazil by Banco de Investimentos Credit Suisse First Boston Garantia S.A.; in Japan by Credit Suisse First Boston Securities (Japan) Limited; elsewhere in Asia/Pacific by Credit Suisse First Boston (Hong Kong) Limited; Credit Suisse First Boston Australia Equities Limited; Credit Suisse First Boston NZ Securities Limited, Credit Suisse First Boston Singapore Branch and elsewhere in the world by an authorized affiliate.

In jurisdictions where CSFB is not already registered or licensed to trade in securities, transactions will only be effected in accordance with applicable securities legislation, which will vary from jurisdiction to jurisdiction and may require that the trade be made in accordance with applicable exemptions from registration or licensing requirements. Non-U.S. customers wishing to effect a transaction should contact a CSFB entity in their local jurisdiction unless governing law permits otherwise. U.S. customers wishing to effect a transaction should do so only by contacting a representative at Credit Suisse First Boston Corporation in the U.S.

CSFB\_EnergyTech\_June2901 doc

25479

DOE027-0219

#39

17

Post-Hearing Questions Submitted by Minority Members

(b) Representative Lynn Woolsey, Ranking Minority Member, Energy Subcommittee

Q1. Please provide the names of all Department of Energy employees or contractor employees who provided support or staff work for the Cheney Group's work.

Q2. During the hearing, you indicated that the lack of a Science Advisor to the President had a negligible impact on the work of the Task Force. It was asserted that scientific expertise drawn from all the involved agencies stepped into the breach. Please provide the names of the science specialists at DOE who played a role in the work of the Task Force. Please provide their resumes for the record.

Mr. Secretary, during the hearing you briefly touched on your participation and the participation of the Department in the work of the Cheney Group. Please provide for the record:

Q3.1. The names of all witnesses or organizations who provided advice or material to the Cheney Task Force.

Q3.2. An explanation of why the Task Force conducted its business in secret and why that veil of secrecy has not been lifted with the completion of the Task Force report.

Q3.3. The details regarding the schedule of meetings that you or your representatives attended with other Task Force Members. Please indicate the name of DOE attendee/s, list of other invitees, list of other attendees, date and time of meeting, subject matter and/or agenda, names and affiliations of non-governmental attendees or witnesses meeting with the Group, copies of all discussion materials and DOE memoranda prepared for or distributed prior to the meeting, and copies of all materials distributed at each meeting.

Q4. In recent years, the House of Representatives has conducted very aggressive oversight of policy and conduct by the Executive Branch. For the record, please provide the following information:

Q4.1. How many subpoenas has the Department received from Committees of the House regarding DOE participation in the Cheney Task Force? Please provide copies of all such House Committee subpoenas.

Q4.2. How many document requests has the Department received from Committees of the House regarding DOE participation in the Cheney Task Force? Please provide copies of all House document requests related to the Cheney Task Force.

Q5. In the National Energy Policy, Report of the National Energy Policy Development Group (Cheney Group), May 2001, it is claimed on page 1-5 that "Energy

b7c  
intensity is projected to continue to decline through 2020 at an average rate of 1.6 percent a year.”

- Q5.1. What is the source for this projection? If it is EIA, please indicate which EIA product is the source of this projection.
- Q5.2. Please provide copies of all the analytical documents upon which this projection is based. Included in this submission should be any analytical documents that indicate how 1.6% was settled upon as the energy intensity level to be anticipated as opposed to other levels.
- Q5.3. Please specify the policy assumptions that underlie this projection (i.e., funding levels for conservation and efficiency programs at DOE, tax credit programs for efficiency products, efficiency programs in the states, market conditions for energy that may affect consumer choice, etc.).
- Q5.4. Given that other policy mixes would likely produce different declines in energy intensity, what cost-benefit analyses were done to show the trade offs between, for example, a 1.9% decline, a 2.5% decline and a 1.6% decline?
- Q6. On page 1-5 of the Cheney Report, it is asserted that the nation will need between 1,300 and 1,900 new power plants over the next twenty years.
- Q6.1. What is the source for this projection? If it is an EIA product, please identify which of their reports was used.
- Q6.2. Please provide all of the analytical documents that underlie this projection. Included in this submission should be any analytical documents (including e-mails and memoranda) indicating how the figure of 1,300 to 1,900 power plants was settled upon.
- Q6.3. What policy and market assumptions were made in settling on this projection?
- Q6.4. What cost-benefit models were run to adopt a set of policies that puts us on a path towards needing 1,300 to 1,900 power plants as opposed to some smaller number?
- Q7. In hearings earlier this year, the Committee received testimony from witnesses who cited the “Scenarios for a Clean Energy Future” report. This report, released in November 2000, was produced by the Interlaboratory Working Group on Energy-Efficient and Clean Energy Technologies with representatives from Oak Ridge, Lawrence Berkeley, NREL, Argonne and Pacific Northwest National Laboratories. The Interlaboratory Group report suggests that an aggressive energy efficiency and renewable energy policy path could lead to a 60% reduction in the anticipated growth in electricity demand by 2020. This leads to a demand for just 580 new plants rather than the projected 1,300 to 1,900 mentioned by you and the Cheney Group report.
- Q7.1. Were the findings of this Interlaboratory Working Group report made available to the Cheney Group by your Department? If this report was not
- ch

made available to the Cheney Group by your Department, please explain why.

- Q7.2. Were any of the Lab staff who worked on this report involved in staffing or briefing the Cheney Group?
- Q7.3. What analysis of this report has been done in-house at DOE? Please provide copies of all such analysis for the record.
- Q7.4. What information or evaluations of this report were provided by your Department or its contractors to the Cheney Task Force staff? Please provide copies for the record.
- Q8. In Chapter 4 of the National Energy Policy, there is a recommendation that "the President direct the Office of Science and Technology Policy and the President's Council of Advisors on Science and Technology (PCAST) to review and make recommendations on using the nation's energy resources more efficiently." Yet, in 1997 PCAST, led by Harvard plasma physicist John Holdren, produced a comprehensive report identical to the one called for by the Task Force.
- Q8.1. Why are you proposing to repeat the Holdren report?
- Q8.2. The Holdren report called for major new Federal investments in efficiency R&D. Do you believe that recommendation was wrong?
- Q8.3. Was Professor Holdren invited to participate in the task force's deliberations? If not, why not?
- Q9. There have been reports in the press regarding potential conflicts of interest involving several senior Bush officials. For example, Karl Rove, a senior policy advisor to the President, held as much as a quarter-million dollars in stock in Enron as well as holdings in GE (which has a nuclear power division), Royal Dutch Shell and BP Amoco. Reportedly, Mr. Rove was involved in crafting the Administration's Energy plan.
- Q9.1. Can you confirm whether or not Enron, GE, Royal Dutch Shell or BP Amoco provided testimony or other materials to the Cheney Working Group, its staff or other high Bush Administration officials?
- Q9.2. Can you provide the names of all the Bush Administration officials, save the DOE officials noted in response to Questions 1 and 2 above, who played a role in crafting the Energy plan?
- Q9.3. Why didn't the administration bar conflicts-of-interest such as that involving Mr. Rove, and compel officials with the Cheney Group to divest themselves of all energy-related holdings before they could work on energy policy?
- Q10. On several occasions, the President has claimed that his Administration is the first to propose a comprehensive, National Energy Strategy. Would you please explain what we should consider the first Bush Administration's National Energy Strategy to be? We also note that Congress passed a bipartisan National Energy Strategy Act, which was signed into law by then-President Bush in 1992. Did that

effort in 1991 and 1992 provide, as then Secretary of Energy James Watkins described it, "a comprehensive blueprint for America's energy future?" If you believe the work of that Bush Administration was not a truly comprehensive strategy, please explain why it was not and how this Bush Administration's approach constitutes a truly comprehensive National Energy Strategy?

- Q11. The Administration's FY2002 budget request for the Department of Energy included severe cuts to renewable energy and conservation programs. However, there were some assurances included in the Department's RENEWABLE ENERGY RESOURCES, ENERGY SUPPLY section of the DOE FY 2002 budget request submitted to congress. The following paragraph from document seems to suggest that despite the steep cuts, some future action request would occur.

**"HIGHLIGHTS OF PROGRAM REQUEST (\$ in millions)**  
**Renewable Resources Technologies (FY 2001 \$277.3; FY 2002 \$174.2) ..... -\$103.1**

Even though FY 2002 funding is 37 percent below FY 2001, the request maintains core R&D efforts for renewable technologies and hydrogen research until ongoing operations can be evaluated against the outcome and priorities that will flow from the Vice President's National Energy Policy Development Group."

Based on this statement, I'd like to ask the following:

- Q11.1 With respect to the FY 2002 budget:

- Q11.1.1 How did you determine "core R&D efforts"? Will "core R&D efforts" be reduced or cut back in any way compared to the previous year's activities?
- Q11.1.2 Which specific efforts were deemed non-core? Please provide a specific list of projects, grants, or programs that you would terminate or reduce in level of effort to accommodate this 37% cut.

- Q11.2 With respect to the NEPD Group:

- Q11.2.1. Where are the "priorities" that are supposed to flow from the National Energy Policy? Do these priorities exist at this time? If so, what are they?
- Q11.2.2. What would you say was the "outcome" that has flowed from the Vice President's National Energy Policy Development Group? How can this outcome be used to evaluate ongoing operations in renewable resource technologies?

- Q11.2.3. When will the Department be evaluating ongoing operations against the outcome and priorities?
- Q11.2.4. What specific budget guidance came out of the NEPD process for these accounts?
- Q12. The President has said we must fund innovative technologies for conservation and renewable energy. Yet the FY 02 budget included cuts of 26% for renewable energy research and 27% for conservation research.
- Q12.1. These large reductions in the budget appear to be at odds with the President's call for greater attention to energy. How do you reconcile the Administration's words and actions?
- Q12.2. Were the proposed cuts in the energy research budget supported by any studies? Can you provide us with those studies?
- Q13. Which R&D programs were highlighted in the National Energy Policy as deserving of more funding than was provided in the April budget request? Where would the additional funds come from? Will the Department be sending Congress reprogramming requests or supplemental requests to support these numbers? Please provide a general description of the requests that the Department plans to submit to Congress?
- Q14. In his statement on global climate change, the President called for research in a variety of areas ranging from fundamental research on climate change to applied alternative fuels technologies. Given that the DOE budget has been cut in both R&D and alternative fuel sources, how will these initiatives be funded and who will do the research?
- Q15. We know you don't support the Kyoto Protocol, but do you believe that the U.S. should commit itself to ANY reduction of greenhouse gas emissions? If so, what rate of reduction would be appropriate? If not, what rate of increase would be inappropriate?
- Q16. During the campaign for the Presidency, Mr. Bush was very critical of the Clinton Administration for not being effective enough or tough enough with OPEC to raise its production levels. I have seen reports that, since January when the Bush Administration took office, OPEC has reduced its production by 2.5 million barrels a day. What steps are you taking, distinct from the prior administration, to get OPEC to expand its production?

**Representative Jim Barcia**

Last summer, gas prices in the Midwest surged above \$2.00 a gallon and this year, prior to the Memorial Day holiday weekend, gasoline prices increased by as much as 25 cents

across the state, making the cost of gasoline in Michigan the third highest of any state in the country. The Federal Trade Commission did a review of the last summer's price spike and issued a report in March of this year that stated there was no evidence of collusion. However, the report did note that individual companies withheld extra supply because "selling extra supply would have pushed down prices and thereby reduced profits."

I know that oil companies have a right to make a profit. At the same time, those companies carry a public trust to deliver a product to our consumers in a timely fashion. Deliberately acting to depress production or withhold supply from the market to inflate the price could be viewed as a violation of that trust.

What steps will this Administration take to ensure that oil companies live up to their responsibility to consumers?

#### **Congressman John Larson**

During your question and answer period, you cited the President's interest in a CO2 technology program. President Clinton for years proposed a Climate Change Technology Initiative, which was repeatedly cut by the Republican Congress. Please submit for the record how, specifically, President Bush's CCTI will differ from President Clinton's.

#### **Congressman Jerry Costello**

I support the President's Clean Power Initiative - however even after you add the \$150 million down payment of the President's proposed \$2 billion initiative to this year's fossil fuel budget - the budget is cut by 17%. This trend continues over the next few years. How can the Administration support increased funding for clean coal technologies then turn around and slash the fossil fuel budget?

**Congressman David Wu**

There are 19 recommendations contained in the "Final Report of the Taskforce against Racial Profiling":

- Q1. Issue a letter from the Secretary to all Federal and contractor employees. The letter reiterates DOE's policy against racial profiling.
- Q2. Appoint a National Ombudsman to be located at DOE headquarters to continue DOE's work in eliminating racial profiling, monitor and review diversity management matters, and advise the DOE on improving systems for primarily addressing contractor employees' concerns and resolving workplace disputes.
- Q3. Assign responsibility to the DOE Executive Steering Committee on Diversity, in collaboration with the National Ombudsman, for monitoring and reviewing diversity and racial profiling issues for Federal and contractor employees, following the sunset of this Task Force.
- Q4. Improve leadership accountability for Federal executives and managers by developing a model to assess effectiveness in diversity management. The model should seek employee feedback and assessment of results. Additionally, performance in this areas should be linked to promotion, bonuses, and hiring.
- Q5. Develop contract language, which ensures fair and meaningful assessment of EEO activity by contractors. DOE should take steps to hold Management and Operating (M&R), Management and Integration (M&I) contractors, and laboratory facilities accountable for human resource management (recruitment, outreach, hiring, retention, promotions, training, etc.), by requiring that they include relevant performance goals and measures in their strategic plans, in accordance with the letter and spirit of the Government Performance and Results Act. To support this objective, contractors should conduct regular "quality of work life" surveys in measuring employee opinions and attitudes. Furthermore, contractors should routinely publicize to their employees' relevant employment statistics and related information. Contractor performance in this areas should be linked to performance fees and should be utilized as part of an overall assessment of past performance for a variety of contract management purposes (e.g. exercising options, conducting evaluations for future rewards, etc.)
- Q6. Establish a team to promptly address any outstanding individual cases regarding security practices. This team would report to the Deputy Secretary on regular basis.
- Q7. Conduct an EEO/diversity stand-down, similar to the approach utilized for the Security Awareness stand-down.

- (b) (5)
- Q8. Ensure that an inclusive review process is utilized for making future security changes, with input and advice from line management, employees, and human resources professionals. The current Field Management Council process, which was established in April 1999, should be utilized to ensure proper coordination and collaboration between appropriate staff offices.
  - Q9. Review security procedures to ensure that they do not take a "one-size-fits-all" approach for all sites.
  - Q10. Publish baseline human resources management data on hiring, promotions, and diversity representation by grades, with respect to all Federal and contractor employees.
  - Q11. Include Asian Pacific American leaders and representatives of other minority groups in future workplace assessments.
  - Q12. Require Federal, M/Os, M/Is, and laboratory executives to issue annually and in writing diversity policy statements and publish them in a universal manner to coincide with performance appraisal cycles. Require discussion of these policies at performance appraisal review sessions. Develop a set of definitions and a glossary for diversity, pluralism, racial profiling, etc. based on private sector models.
  - Q13. Consider creating a DOE web-site on workplace improvements, and publishing progress reports on improvement in diversity management, to include human resource management data.
  - Q14. Form appropriate consortiums to plan for - and to combat - the recruitment and retention problems being experienced throughout DOE laboratory facilities.
  - Q15. Improve training for the DOE Federal and contractor workforce in effective diversity management, with special seminars for executives. The Office of Economic Impact and Diversity, in collaboration with Heads of Headquarters and Field Elements should ensure that all Federal and contractor employees undergo mandatory training on equal employment opportunity and interpersonal sensitivity. Also, site managers should conduct periodic focus group meetings to discuss employee diversity issues, including racial profiling.
  - Q16. Conduct follow-up fact finding visits in Spring 2002 to assess whether management has successfully carried out its policy against racial profiling; look for innovations, and provide feedback and suggestions for improvement to Federal and contractor work force management.
  - Q17. Monitor, track and follow-up on pertinent data with respect to representation of minorities, women, and underrepresented groups in the Federal and contractor workforce.

(WKS)

- Q18. Conduct a multi-year workplace satisfaction evaluation survey; include topics such as management practices and diversity management. The survey should be repeated at given intervals (e.g. biannually). If costs are prohibitive for a comprehensive survey of all employees/contractors, utilize a statistically significant sample.
- Q19. Require an organizational self-assessment based on "best practices."
- Q20. Please address the following items for each of these recommendations: (a) whether there has been any follow-up on the recommendation, (b) what action has been taken to date, and (c) what are the next steps proposed by DOE with regard to this recommendation.

significant energy action, the agency is obligated to prepare the Statement of Energy Effects and submit it to the Office of Management and Budget as soon as practicable, but no later than the agency submits the notice of final rulemaking under Executive Order 12866.

Deputy General Counsel  
Initials: Eric Fygi  
GC-2, 6-4284

Preparation Lead: Neal Strauss  
GC-74, 6-9523

Concurrences:  
Vera Dunmore, CR-2  
Mark Friedrichs, PO-1  
Nick Chumbris, CI-40

**25490**

Q5.1 Might there be a downside to this, such as creating yet another bureaucratic hurdle that might actually add to delays of rulemakings that could enhance energy supply, distribution, and use?

A5.1 If the President's direction in Executive Order 13211 to prepare a State of Energy Effects applies to a rulemaking action, the likely effects of the action on energy supply, distribution, or use is already or should be a major issue which, consistent with the Administrative Procedure Act, an agency would have to discuss in the Supplementary Information section of a rulemaking notice. The President's Executive Order simply ensures that the energy-related issues are adequately treated and appropriately reviewed by the issuing agency and the Office of Management and Budget (OMB). Since the President's direction typically will apply to rulemaking notices constituting significant energy actions which will be reviewed during clearance by OMB under Executive Order 12866 which has 90 day time limitation, there will be no significant additional delay in issuance that could be attributed to the review of an energy impact statement.

Q5.2 To what extent have other agencies, such as EPA, participated in this process?

A5.2 Executive Order 13211 is relatively new. As far as the Department of Energy is aware, no other agencies have prepared a Statement of Energy Effects for a rulemaking notice.

Q5.3 How would this new directive affect pending environmental regulations?

A5.3 Executive Order 13211 became effective on May 18, 2001. It applies to an environmental regulatory notice constituting a significant energy action to be initiated after May 18, 2001. According to guidance from the Office of Management and Budget, if an agency has already published a Notice of Proposed Rulemaking constituting a

Lie #110

12/10/01

12/6/01 Mr. Fygi signed approval

**Post-Hearing Questions Submitted by Minority Members**

**Representative Lynn Woolsey, Ranking Minority Member, Energy Subcommittee**

- Q1. Please provide the names of all Department of Energy employees or contractor employees who provided support or staff work for the Cheney Group's work.
- A1. The following individuals were detailed from positions at the Department of Energy to full-time staff support positions for the National Energy Policy Development Group:  
Andrew Lundquist, Karen Knutson, Kjersten Drager, Charles Smith, Elena Subia Melchert, and James T. Sims. Further, Joseph Kelliher and Margot Anderson served as the designated points of contact for the Department's participation in the development of the National Energy Policy.
- Q3. Mr. Secretary, during the hearing you briefly touched on your participation and the participation of the Department in the work of the Cheney Group. Please provide for the record:
- Q3.1. The names of all witnesses or organizations who provided advice or material to the Cheney Task Force.
- A3.1. The Department of Energy had no responsibility for, did not keep, and does not have, records of all witnesses or organizations who provided advice or material to the National Energy Policy Development Group.
- Q3.2. An explanation of why the Task Force conducted its business in secret and why that veil of secrecy has not been lifted with the completion of the Task Force report.
- A3.2. Questions concerning work conducted by the National Energy Policy

Development Group should be referred to the Executive Director, National Energy Policy Development Group Staff.

Q3.3. The details regarding the schedule of meetings that you or your representatives attended with other Task Force Members. Please indicate the name of DOE attendee/s, list of other invitees, list of other attendees, date and time of meeting, subject matter and/or agenda, names and affiliations of non-governmental attendees or witnesses meeting with the Group, copies of all discussion materials and DOE memoranda prepared for or distributed prior to the meeting, and copies of all materials distributed at each meeting.

A3.3 According to the Office of Scheduling and Advance, the meetings listed below are described on the Secretary's calendar as "NEPD" or "Energy Principal's Task Force Meeting" (sic) or a variation thereof. Information regarding DOE attendees, other invitees and attendees, date and time of the meeting, subject matter or agenda, is provided to the extent that it is reflected in records of the Secretary's calendar.

January 29, 2001	National Energy Policy Development Group (NEPDG)
February 9, 2001	OEOB, VP Ceremonial Office, 10:00 - 11:00AM Attendees: Kyle McSarrow, Chief of Staff, Office of the Secretary, DOE
March 12, 2001	OEOB, VP Ceremonial Office, 10:00 - 11:30 AM Attendee: Joseph Kelliher, DOE
March 19, 2001	The Cabinet Room, The White House, 4:10 - 5:10 PM
April 3, 2001	OEOB, VP Ceremonial Office, 3:00 - 5:18 PM Attendees: Joseph Kelliher, DOE, Craig Felner, Special Assistant, DOE
April 18, 2001	OEOB, VP Ceremonial Office, 10:00 - 11:30 AM

Attendees: Joseph Kelliher, DOE, Kyle McSlarrow, DOE

May 2, 2001

OEOP, VP Ceremonial Office, 2:45 - 4:15 PM

Attendees: Joseph Kelliher, DOE, Kyle McSlarrow, DOE

Requests for materials distributed prior to or at these meetings should be addressed to the Executive Director, National Energy Policy Development Group Staff. Materials prepared for these meetings are predecisional and deliberative process documents and are therefore withheld.

Q4. In recent years, the House of Representatives has conducted very aggressive oversight of policy and conduct by the Executive Branch. For the record, please provide the following information:

Q4.1. How many subpoenas has the Department received from Committees of the House regarding DOE participation in the Cheney Task Force? Please provide copies of all such House Committee subpoenas.

A4.1. As of November 20, 2001, the Department of Energy has received no subpoenas from the Committees of the House regarding DOE participation in the National Energy Policy Development Group.

Q4.2. How many document requests has the Department received from Committees of the House regarding DOE participation in the Cheney Task Force? Please provide copies of all House document requests related to the Cheney Task Force.

A4.2. As of November 20, 2001, the Department of Energy has received no document requests from Committees of the House regarding DOE participation in the National Energy Policy Development Group. DOE provided some documents to the General Accounting Office during its review of the process by which the National Energy Policy was developed. GAO conducted this review at the request of Congressman John A. Dingell, Ranking Minority Member of the House

Committee on Energy and Commerce and Congressman Henry A. Waxman,  
Ranking Minority Member of the House Committee on Government Reform.

Q9.1. Can you confirm whether or not Enron, GE, Royal Dutch Shell or BP Amoco provided testimony or other materials to the Cheney Working Group, its staff or other high Bush Administration officials?

A9.1. Questions regarding work conducted by the National Energy Policy Development Group should be addressed to the Executive Director, National Energy Policy Development Group Staff.

Q9.2. Can you provide the names of all the Bush Administration officials, save the DOE officials noted in response to Questions 1 and 2 above, who played a role in crafting the Energy plan?

A9.2. The National Energy Policy Development Group consisted of the following officers of the Federal Government: the Vice President, Secretary of the Treasury, Secretary of the Interior, Secretary of Agriculture, Secretary of Commerce, Secretary of Transportation, Secretary of Energy, Director of the Federal Emergency Management Agency, Administrator of the Environmental Protection Agency, Assistant to the President and Deputy Chief of Staff for Policy, Assistant to the President for Economic Policy, and Assistant to the President for Intergovernmental Affairs. The Chairman of the Federal Energy Regulatory Commission, the Secretary of State, the Director of the Office of Management and Budget and other officers of the Federal government could participate upon the invitation of the Vice President. The Department of Energy does not have information regarding all Administration officials who participated in the development of the National Energy Policy. Such questions should be addressed

to the Executive Director, National Energy Policy Development Group Staff.

Q9.3. Why didn't the administration bar conflicts-of-interest such as that involving Mr. Rove, and compel officials with the Cheney Group to divest themselves of all energy-related holdings before they could work on energy policy?

A9.3. Questions regarding work conducted by the National Energy Policy Development Group should be addressed to the Executive Director, National Energy Policy Development Group Staff.

Deputy General Counsel  
Initials: Eric Fygi  
GC-2, 6-4284

Preparation Lead: Maryann Shebek  
GC-80, 6-1519

Concurrences:  
Vera Dunmore, CR-2  
Shirley Campbell, MA-1  
Mark Friedrichs, PO-1  
Nick Chumbris, CI-40

25497

**Post-Hearing Questions Submitted by Minority Members**

**Representative Lynn Woolsey, Ranking Minority Member, Energy Subcommittee**

- Q1. Please provide the names of all Department of Energy employees or contractor employees who provided support or staff work for the Cheney Group's work.
- A1. The following individuals were detailed from positions at the Department of Energy to full-time staff support positions for the National Energy Policy Development Group: Andrew Lundquist, Karen Knutson, Kjersten Drager, Charles Smith, Elena Subia Melchert, and James T. Sims. Further, Joseph Kelliher and Margot Anderson served as the designated points of contact for the Department's participation in the development of the National Energy Policy.

**Post-Hearing Questions Submitted by Minority Members**

**Representative Lynn Woolsey, Ranking Minority Member, Energy Subcommittee**

**Q3. Mr. Secretary, during the hearing you briefly touched on your participation and the participation of the Department in the work of the Cheney Group. Please provide for the record:**

**Q3.1. The names of all witnesses or organizations who provided advice or material to the Cheney Task Force.**

**A3.1. The Department of Energy had no responsibility for, did not keep, and does not have, records of all witnesses or organizations who provided advice or material to the National Energy Policy Development Group.**

**Q3.2. An explanation of why the Task Force conducted its business in secret and why that veil of secrecy has not been lifted with the completion of the Task Force report.**

**A3.2. Questions concerning work conducted by the National Energy Policy Development Group should be referred to the Executive Director, National Energy Policy Development Group Staff.**

**Q3.3. The details regarding the schedule of meetings that you or your representatives attended with other Task Force Members. Please indicate the name of DOE attendee/s, list of other invitees, list of other attendees, date and time of meeting, subject matter and/or agenda, names and affiliations of non-governmental attendees or witnesses meeting with the Group, copies of all discussion materials and DOE memoranda prepared for or distributed prior to the meeting, and copies of all materials distributed at each meeting.**

**A3.3 According to the Office of Scheduling and Advance, the meetings listed below are described on the Secretary's calendar as "NEPD" or "Energy Principal's Task Force Meeting" (sic) or a variation thereof. Information regarding DOE**

attendees, other invitees and attendees, date and time of the meeting, subject matter or agenda, is provided to the extent that it is reflected in records of the Secretary's calendar.

January 29, 2001	National Energy Policy Development Group (NEPDG)
February 9, 2001	OEOB, VP Ceremonial Office, 10:00 - 11:00AM Attendees: Kyle McSlarrow, Chief of Staff, Office of the Secretary, DOE
March 12, 2001	OEOB, VP Ceremonial Office, 10:00 - 11:30 AM Attendee: Joseph Kelliher, DOE
March 19, 2001	The Cabinet Room, The White House, 4:10 - 5:10 PM
April 3, 2001	OEOB, VP Ceremonial Office, 3:00 - 5:18 PM Attendees: Joseph Kelliher, DOE, Craig Felner, Special Assistant, DOE
April 18, 2001	OEOB, VP Ceremonial Office, 10:00 - 11:30 AM Attendees: Joseph Kelliher, DOE, Kyle McSlarrow, DOE
May 2, 2001	OEOB, VP Ceremonial Office, 2:45 - 4:15 PM Attendees: Joseph Kelliher, DOE, Kyle McSlarrow, DOE

Requests for materials distributed prior to or at these meetings should be addressed to the Executive Director, National Energy Policy Development Group Staff. Materials prepared for these meetings are predecisional and deliberative process documents and are therefore withheld.

Q4. In recent years, the House of Representatives has conducted very aggressive oversight of policy and conduct by the Executive Branch. For the record, please provide the following information:

Q4.1. How many subpoenas has the Department received from Committees of the House regarding DOE participation in the Cheney Task Force? Please provide copies of all such House Committee subpoenas.

A4.1. As of November 20, 2001, the Department of Energy has received no subpoenas from the Committees of the House regarding DOE participation in the National Energy Policy Development Group.

Q4.2. How many document requests has the Department received from Committees of the House regarding DOE participation in the Cheney Task Force? Please provide copies of all House document requests related to the Cheney Task Force.

A4.2. As of November 20, 2001, the Department of Energy has received no document requests from Committees of the House regarding DOE participation in the National Energy Policy Development Group. DOE provided some documents to the General Accounting Office during its review of the process by which the National Energy Policy was developed. GAO conducted this review at the request of Congressman John A. Dingell, Ranking Minority Member of the House Committee on Energy and Commerce and Congressman Henry A. Waxman, Ranking Minority Member of the House Committee on Government Reform.

**Post-Hearing Questions Submitted by Minority Members**

**Representative Lynn Woolsey, Ranking Minority Member, Energy Subcommittee**

- Q9.1. Can you confirm whether or not Enron, GE, Royal Dutch Shell or BP Amoco provided testimony or other materials to the Cheney Working Group, its staff or other high Bush Administration officials?
- A9.1. Questions regarding work conducted by the National Energy Policy Development Group should be addressed to the Executive Director, National Energy Policy Development Group Staff.
- Q9.2. Can you provide the names of all the Bush Administration officials, save the DOE officials noted in response to Questions 1 and 2 above, who played a role in crafting the Energy plan?
- A9.2. The National Energy Policy Development Group consisted of the following officers of the Federal Government: the Vice President, Secretary of the Treasury, Secretary of the Interior, Secretary of Agriculture, Secretary of Commerce, Secretary of Transportation, Secretary of Energy, Director of the Federal Emergency Management Agency, Administrator of the Environmental Protection Agency, Assistant to the President and Deputy Chief of Staff for Policy, Assistant to the President for Economic Policy, and Assistant to the President for Intergovernmental Affairs. The Chairman of the Federal Energy Regulatory Commission, the Secretary of State, the Director of the Office of Management and Budget and other officers of the Federal government could participate upon the invitation of the Vice President. The Department of Energy does not have information regarding all Administration officials who participated in the development of the National Energy Policy. Such questions should be addressed to the Executive Director, National Energy Policy Development Group Staff.

Q9.3. Why didn't the administration bar conflicts-of-interest such as that involving Mr. Rove, and compel officials with the Cheney Group to divest themselves of all energy-related holdings before they could work on energy policy?

A9.3. Questions regarding work conducted by the National Energy Policy Development Group should be addressed to the Executive Director, National Energy Policy Development Group Staff.

Deputy General Counsel  
Initials: Eric Fygi  
GC-2, 6-4284

Preparation Lead: Maryann Shebek  
GC-80, 6-1519

Concurrences:  
Vera Dunmore, CR-2  
Shirley Campbell, MA-1  
Mark Friedrichs, PO-1  
Nick Chumbris, CI-40

25504

# January 21, 2001

Sunday

January 2001

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2001

S	M	T	W	T	F	S	
					1	2	3
4	5	6	7	8	9	10	
11	12	13	14	15	16	17	
18	19	20	21	22	23	24	
25	26	27	28				

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# January 23, 2001

Tuesday

January 2001

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# January 24, 2001

Wednesday

January 2001						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2001						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# January 25, 2001

Thursday

January 2001

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

7<sup>am</sup>

8<sup>00</sup>

9<sup>00</sup>

10<sup>00</sup>

11<sup>00</sup>

12<sup>pm</sup>

1<sup>00</sup>

2<sup>00</sup>

3<sup>00</sup>

4<sup>00</sup>

5<sup>00</sup>

6<sup>00</sup>

# January 26, 2001

Friday

January 2001						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2001						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# January 27, 2001

Saturday

January 2001

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# January 29, 2001

Monday

January 2001						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

February 2001						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	





# February 01, 2001

Thursday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	







# February 05, 2001

Monday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# February 07, 2001

Wednesday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# February 09, 2001

Friday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	12 Scheduling Meeting (Secretary's Office)
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# February 10, 2001

Saturday

February 2001						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# February 12, 2001

Monday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S	
					1	2	3
4	5	6	7	8	9	10	
11	12	13	14	15	16	17	
18	19	20	21	22	23	24	
25	26	27	28	29	30	31	

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# February 13, 2001

Tuesday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# February 15, 2001

Thursday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	





# February 18, 2001

Sunday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# February 20, 2001

Tuesday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# February 21, 2001

Wednesday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

 Weekly Cabinet Report (Craig Felner/456-2525)

7 am

8<sup>00</sup>

9<sup>00</sup>

10<sup>00</sup>

11<sup>00</sup>

12 pm

1<sup>00</sup>

2<sup>00</sup>

3<sup>00</sup>

4<sup>00</sup>

5<sup>00</sup>

6<sup>00</sup>

# February 21, 2001

Wednesday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Weekly Cabinet Report (Craig Felner/456-2525)

7<sup>am</sup>

8<sup>00</sup>

9<sup>00</sup>

10<sup>00</sup>

11<sup>00</sup>

12<sup>pm</sup>

1<sup>00</sup>

2<sup>00</sup>

3<sup>00</sup>

4<sup>00</sup>

5<sup>00</sup>

6<sup>00</sup>

# February 22, 2001

Thursday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# February 23, 2001

Friday

February 2001						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# February 25, 2001

Sunday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# February 27, 2001

Tuesday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# February 28, 2001

Wednesday

February 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Weekly Cabinet Report (Craig Felner/456-2525)

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 01, 2001

Thursday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 02, 2001

Friday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 03, 2001

Saturday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 04, 2001

Sunday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 05, 2001

Monday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 06, 2001

Tuesday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 07, 2001

Wednesday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

 Weekly Cabinet Report (Craig Felner/456-2525)

7<sup>am</sup>

8<sup>00</sup>

9<sup>00</sup>

10<sup>00</sup>

11<sup>00</sup>

12<sup>pm</sup>

1<sup>00</sup>

2<sup>00</sup>

3<sup>00</sup>

4<sup>00</sup>

5<sup>00</sup>

6<sup>00</sup>

# March 08, 2001

Thursday

March 2001						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 09, 2001

Friday

March 2001

S M T W T F S

				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S M T W T F S

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# March 11, 2001

Sunday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	





# March 14, 2001

Wednesday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

 Weekly Cabinet Report (Craig Felner/456-2525)

7<sup>am</sup>

8<sup>00</sup>

9<sup>00</sup>

10<sup>00</sup>

11<sup>00</sup>

12<sup>pm</sup>

1<sup>00</sup>

2<sup>00</sup>

3<sup>00</sup>

4<sup>00</sup>

5<sup>00</sup>

6<sup>00</sup>



# March 16, 2001

Friday

March 2001						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 17, 2001

Saturday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# March 19, 2001

Monday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	<input checked="" type="checkbox"/> Canceled: Intra-Departmental Meeting (Secretary's Office)
6 <sup>00</sup>	

# March 20, 2001

Tuesday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 21, 2001

Wednesday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

 Weekly Cabinet Report (Craig Felner/456-2525)

7<sup>am</sup>

8<sup>00</sup>

9<sup>00</sup>

10<sup>00</sup>

11<sup>00</sup>

12<sup>pm</sup>

1<sup>00</sup>

2<sup>00</sup>

3<sup>00</sup>

4<sup>00</sup>

5<sup>00</sup>

 Canceled: Intra-Departmental Meeting (Secretary's Office)

6<sup>00</sup>

# March 22, 2001

Thursday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 23, 2001

Friday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 24, 2001

Saturday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 25, 2001

Sunday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 26, 2001

Monday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	



# March 28, 2001

Wednesday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

 Weekly Cabinet Report (Craig Felner/456-2525)

7<sup>am</sup>

8<sup>00</sup>

9<sup>00</sup>

10<sup>00</sup>

11<sup>00</sup>

12<sup>pm</sup>

1<sup>00</sup>

2<sup>00</sup>

3<sup>00</sup>

4<sup>00</sup>

5<sup>00</sup>

6<sup>00</sup>

# March 29, 2001

Thursday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	
6 <sup>00</sup>	

# March 30, 2001

Friday

March 2001

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

April 2001

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

7 <sup>am</sup>	
8 <sup>00</sup>	
9 <sup>00</sup>	
10 <sup>00</sup>	
11 <sup>00</sup>	
12 <sup>pm</sup>	
1 <sup>00</sup>	
2 <sup>00</sup>	
3 <sup>00</sup>	
4 <sup>00</sup>	
5 <sup>00</sup>	Ⓜ Canceled: Intra-Departmental Meeting (Secretary's Office)
6 <sup>00</sup>	



